A Fascinating Future-History Simulation Game

the time is: 23 August 1985

NATO DIVISION COMMANDER

Leadership under Fire

SPI
2310

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GAME DESIGN/DEVELOPMENT • GRAPHIC DESIGN
James F. Dunnigan Redmond A. Simonsen

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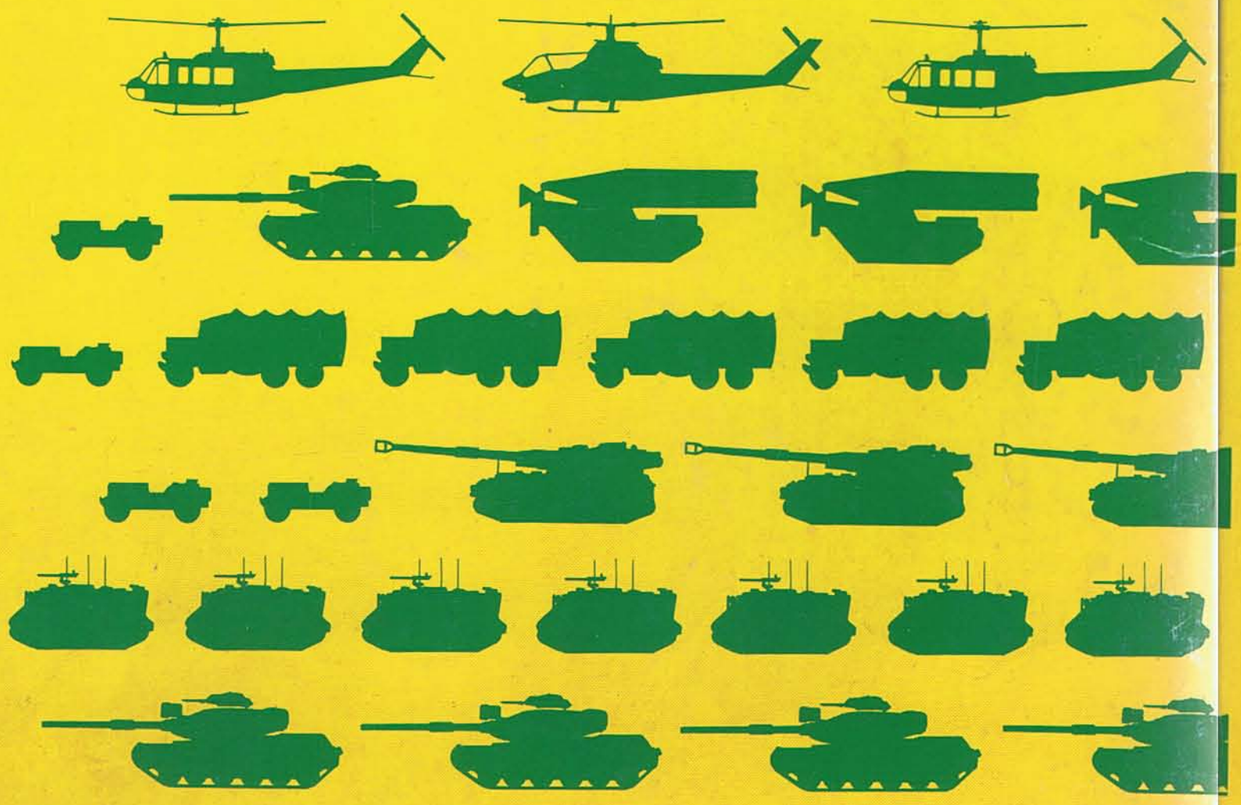

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NATO Division Commander is a division level simulation of a hypothetical conflict in contemporary Europe between U.S. and Soviet forces. All the complexities of command control in a modern war — including national doctrine, combat support determination, movement mode orders, intelligence gathering, resource distribution, and leadership ability — are faithfully reproduced in a unique game system which allows combat units to advance and attack repeatedly. A controller game allows players to create the "fog" of war, as intelligence reports, both true and false, pour into the headquarters.

Contains: 1 standard rules booklet; 1 booklet containing scenarios, charts and tables, and a situation analysis article; two identical 22" × 34" soft maps; 1200 die-cut cardboard playing pieces; and various play aids.

Level of Complexity: **Medium to High**
Average Playing Time: **1 to 12 hours**
Suitability for Solitaire Play: **High**

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NATO DIVISION COMMANDER

NATO Division Commander, a battalion level simulation of conflict in contemporary Europe, combines 20 different aspects of modern combat in one game, ranging from the offensive and defensive postures of combat units to all the elements of combat support — air power, artillery, chemical and electronic warfare, and tactical nuclear weapons. The game system is layered to allow players their choice of desired complexity. ***NATO Division Commander*** contains two identical 22″ × 34″ maps; 1200 cardboard playing pieces; rules booklets containing solitaire, two-player and "controller" versions of the game; plus various playing aids.

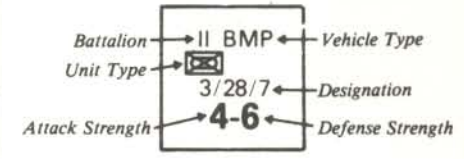
Buyer's Guide for *NATO Division Commander*

Age range: 12 years through adult
Number of players: Two (suitable for solitaire play)
Average playing time: 4 hours plus
Complexity: Medium to High (7.0)

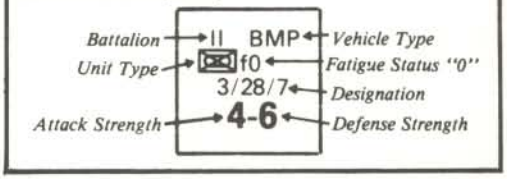
For purposes of comparison, ***Monopoly*** is considered to have a complexity of 2.34.

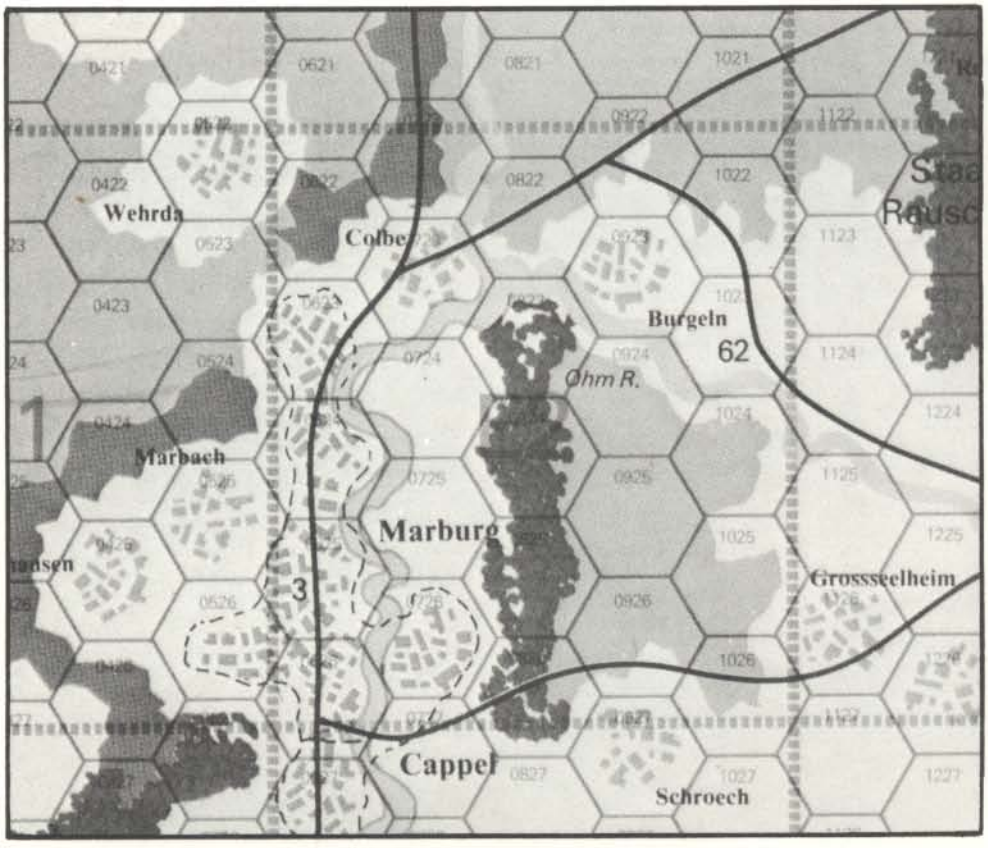
9.0 MOVEMENT
10.0 ZONES OF CONTROL
11.0 COMBAT
12.0 FATIGUE
13.0 UNIT BREAKDOWN AND RECOMBINATION
14.0 WEATHER AND NIGHT
15.0 AMMUNITION SUPPLY
16.0 CHEMICAL WARFARE
17.0 ELECTRONIC WARFARE (EW)
18.0 TACTICAL NUCLEAR WEAPONS
19.0 THE DIVISION COMMANDER
20.0 SUBORDINATE AND BATTALION LEADERSHIP
21.0 DOCTRINE
22.0 CONTROLLER GAME

SOVIET MECHANIZED INFANTRY BATTALION (Front)



SOVIET MECHANIZED INFANTRY BATTALION (Back)





UNIT ORGANIZATIONS

	TANK Bns				MECH Bns			
	USX	USP	SU	WG	USX	USP	SU	WG
MBT	37	54	31	53	17	-	-	-
APC	37	23	3	6	46	63	30	58
Misc AV	-	-	-	2	-	-	-	-
FA	4	4	-	-	8	13	6	8
(SP)	4	4	-	-	8	6	-	6
ATGML	21	21	-	-	36	36	32	36
ATG	-	-	-	-	-	-	-	-
AAA	-	-	-	-	-	-	-	-
SAM	-	5	-	-	-	5	-	-
Pers	630	552	168	480	820	901	440	850

	TANK DIV			MECH DIV		
	US	SU	WG	US	SU	WG
MBT	324	415	300	216	266	250
APC	515	125	250	532	385	287
Misc AV	35	66	50	35	148	50
FA	173	90	112	185	144	191
(SP)	173	24	112	185	24	191
ATGML	380	134	186	424	156	193
ATG	-	-	16	-	36	16
AAA	24	40	36	24	40	36
SAM	24	34	-	24	34	-
NC A/C	28	-	-	8	-	-
Tk Bn	6	10	5	4	5	4
Mech Bn	5	3	4	6	9	5
Pers	16,500	11,000	17,000	16,500	13,500	17,000

Notes: MBT = Main Battle Tanks; APC = Armored Personnel Carriers; Misc AV = Miscellaneous Armored Vehicles (light tanks, armored cars, etc.); FA = Field Artillery (including mortars over 80mm); (SP) = Field Artillery pieces that are self-propelled (including in the above FA number, not in addition to); ATGML = Anti-Tank Guided Missile Launchers; ATG = Anti-Tank Guns (90mm and over); AAA = Anti-Aircraft Artillery; SAM = Surface to Air Missile Launchers; NC A/C = Non-Combat Aircraft (combat aircraft are included in the FA total); Tk Bn = Tank Battalions; Mech Bn = Mechanized Infantry Battalions; Pers = Personnel, total manpower of unit; US = United States; SU = Soviet Union; WG = West Germany.

There are some variations in the strengths of the above units within each army. The units that are shown above are the first line units, the strongest lines each army is likely to field. The above units are also the ones most likely to go into action first.

US battalions are shown with normal cross attachment between tank and infantry battalions (tank battalion would give up one company of tanks for one company of infantry, etc). All armies practice this. In addition, battalions would have numerous regimental and division support units attached. USP Battalions are shown without cross-attachment.

23'1P89

ADVANCE ON FRITZLAR

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[1.0] INTRODUCTION

Advance on Fritzlar is a game which is played using some of the basic game mechanics of ***NATO Division Commander.*** It is intended primarily as an introduction to that game; however, it also happens to be an enjoyable game in its own right. The rules which follow are culled from the appropriate rules Sections of ***NATO Division Commander,*** and have been edited to include only those parts which are relevant to the play of ***Advance on Fritzlar***. Most of these rules are from the ***NATO Division Commander*** Sections on Movement (9.0), Zones of Control (10.0), and Combat (11.0).

[2.0] ADVANCE ON FRITZLAR SITUATION REPORT

In the aftermath of a large Soviet breakthrough into a NATO rear area, the Russians have assembled captured fuel supplies at Marburg and Ziegenhain. They are also laying siege to the military airfield at Fritzlar, which is defended by the only NATO force in the area, a battalion of the 8th Mech Division. The game begins just as the NATO reserve unit, the 4th Brigade of the 4th Mech Division, enters the map from the south and sweeps north in an attempt to either destroy the captured supplies at Marburg and Ziegenhain or lift the siege of Fritzlar. Either action will weaken the Soviet position sufficiently to stall their breakthrough advance, which is the objective of the NATO Player.

[3.0] GAME EQUIPMENT

CASES:

[3.1] THE GAME MAP

The 22" × 35" mapsheet portrays the area of West Germany just northeast of Frankfurt (the German state of Hesse). One of the two identical mapsheets provided with the game is used to play ***Advance on Fritzlar***. The map is based on the U.S. Army M745 series of 1:50,000 scale maps (second edition, 1970) plus aerial photographs and other maps to update road construction.

A hexagonal grid is superimposed over the terrain features printed on the mapsheet in order to regularize movement and positioning of the playing pieces.

To make the map lie flat, back-fold it against the creases. Small pieces of masking tape may be used at the corners of the map to hold it taut.

[3.2] GAME CHARTS AND TABLES

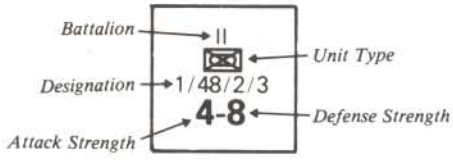
Several visual aids are provided for the Players in order to simplify and illustrate certain game functions. These include the Terrain and Movement Effects Chart, the Attack Abort Table, the Overrun Table, the Basic Combat Results Table, the Modified Combat Results Table, the Game-Turn Record Track, the Unit Movement Track, the Combat Differential Track, and the Combat Differential Effects Summary.

[3.3] THE PLAYING PIECES

The cardboard pieces represent actual military units stationed in Europe. The numbers and symbols on the pieces represent their offensive and defensive Combat Strength and the identification and type of unit represented by the piece. These playing pieces are hereafter referred to as *units.*

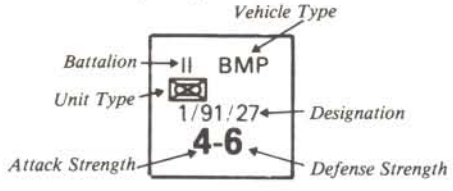
[3.4] SAMPLE UNITS

U.S. MECH INFANTRY BATTALION (Front)



U.S. MECH INFANTRY BATTALION (Back)

SOVIET MECH INFANTRY BATTALION (Front)



SOVIET MECH INFANTRY BATTALION (Back)

The backs of the counters are not used in *Advance on Fritzlar.*

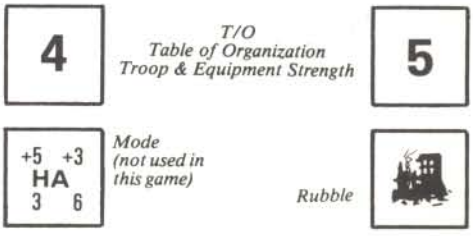
[3.42] How to Read the Unit Designations

For Battalion-sized units, the designations are read in the following manner: the first number (or in the case of U.S. units, the first two numbers) indicates the battalion number. The next number is the regiment or brigade designation, and the final number is the division the battalion belongs to. **Example:** 1/91/27 is the 1st Battalion of the 91st Regiment of the 27th Mechanized Division. 1/12/4/4 is the 1/12 Battalion of the 4th Brigade of the 4th Mechanized Division.

Troop-sized units are read in a similar manner to that of battalion-sized units, except that the first two numbers represent the troop designation, not the battalion designation.

[3.5] SUMMARY OF MARKERS

Front



[3.6] GAME SCALE

Each Game-Turn equals 8 hours of real time. Each hex equals one mile of actual terrain.

[3.7] DISPLAYS AND TRACKS

Several displays and tracks are included in ***Advance on Fritzlar*** which help make the game simpler to play.

[3.71] Combat Differential Track
(see separate sheet)

[3.72] Unit Movement Track
(see separate sheet)

[4.0] SEQUENCE OF PLAY

GENERAL RULE:

Advance on Fritzlar is played in *Game-Turns*, each of which is composed of alternating *Player-Turns.* The NATO Player moves first in each Game-Turn, then the Soviet Player moves, and then there is a final Housekeeping Phase during which various markers used to keep track of the status of different factors are adjusted. Each Player-Turn is composed of two Phases, the Movement and Combat Phase, plus the Housekeeping Phase. The Player whose Player-Turn is in progress is called the *Phasing Player.*

GAME-TURN SEQUENCE OUTLINE

1. NATO PLAYER TURN

Movement and Combat Phase

The NATO Player now moves and conducts combat with his units within the restrictions of the movement and combat rules. Only units with a Movement Allowance greater than zero may move. **Units take action individually and all actions of one unit must be completed before proceeding to the next.** When the NATO Player has moved all his units he wishes to move, this Phase ends.

2. SOVIET PLAYER-TURN

The Soviet Player now becomes the Phasing Player substituting the word "Soviet" for "NATO."

3. GAME-TURN RECORD INTERPHASE

The Game-Turn Record Marker is advanced one space. If five Game-Turns have elapsed, play ceases and victory is assessed.

[5.0] HOW TO BEGIN *ADVANCE ON FRITZLAR*

GENERAL RULE:

The Soviet Player sets up all the units that begin the game on the map. The NATO Player then begins the game by moving the units of the 4th Mech Brigade onto the map.

CASES:

[5.1] SOVIET PLAYER SET-UP

The Soviet Player sets up units in the hexes listed below with the indicated T/O Levels as follows:

Hex	*Unit*	*T/O Level*
0623	1/36/11 Mech Battalion	1
0627	36/11 Regiment HQ	4
0727	2/36/11 Mech Battalion	1
3004	1/91/27 Mech Battalion	3
3019	3/36/11 Mech Battalion	1
3107	2/91/27 Mech Battalion	3
3108	91/27 Regimental HQ	4
3305	1/39/8 Mech Battalion (US)	6
3605	3/91/27 Mech Battalion	4

All units are Soviet except for the US Mech Battalion in 3305.

[5.2] NATO RELIEF FORCE

After the Soviet Player has set up all the units listed in 5.1, the NATO Player begins the game by moving the units listed below onto the map. Each unit (moved individually, as per the rules for Movement) enters the map onto hex 1852, at a cost of ½ Movement Point (see 6.21).

Unit	*T/O Level*
4th Brigade HQ	4
1/70 Armored Battalion	6
1/12 Mechanized Battalion	6
2/12 Mechanized Battalion	6
A Troop 1/10 Armored Cavalry Squadron	6

[6.0] MOVEMENT

GENERAL RULE:

Each unit completes all its movement and combat before another unit may move.

A unit's mode determines its Movement Allowance. During his Movement and Combat Phase a Player may move as many or as few of his units as he desires. Movement is calculated in terms of Movement Points. Basically, one Movement Point is expended for each clear terrain hex a unit enters; other terrain (except road or Autobahn hexes) costs more than one Movement Point to cross or enter. These effects are summarized on the Chart (6.3)

Each unit may be moved as many hexes as desired as long as its Movement Allowance is not exceeded. The Movement Allowance for all NATO units is 20 Movement Points; for all Soviet units the Movement Allowance is 10 Movement Points.

PROCEDURE:

During the Movement and Combat Phase of his Player-Turn, each Player moves his units one unit at a time, in order of regiment or brigade affiliation. This means that all movement and combat of a regiment or brigade's units must be completely resolved for the Movement and Combat Phase before proceeding to any units in another regiment or brigade. A Player may choose which regiment or brigade he moves first.

The Player moves each unit by tracing a path of hexes through the map grid, hex by hex. As each hex is entered the unit must expend the appropriate number of Movement Points, depending on the terrain in the hex. The Movement Track should be used to keep a record of how many Movement Points remain of the unit's Movement Allowance. As each unit begins its movement, the Player should place the Movement marker on the space of the track corresponding to the unit's Movement Allowance. As Movement Points are expended, the Player should move the Movement marker along the track the number of spaces required. This way, as combats are executed, there is a record of the number of Movement Points remaining for the attacking unit.

CASES:

[6.1] MOVEMENT RESTRICTIONS AND INHIBITIONS

[6.11] A Friendly unit may never enter a hex occupied by an Enemy unit, nor may a unit end its movement in, or make an attack from, a hex occupied by a Friendly unit. A unit may move through other Friendly units at no Movement Point cost **(Exception:** see Case 6.22).

[6.12] Movement may take place only during a Friendly Movement and Combat Phase. Combat also occurs during this Phase; units must expend Movement Points in order to attack (see 8.0).

[6.13] Units with insufficient Movement Points to meet terrain costs for a hex may not be moved into the hex. Units with a Movement Allowance of zero may not be moved at all.

[6.14] A unit's total Movement Allowance may never be exceeded in any one Movement and Combat Phase. All, some, or none of a unit's Movement Allowance may be expended in each Friendly Movement and Combat Phase. Unused Movement Points may neither be saved to be used in another Movement and Combat Phase, nor be transferred to another unit.

[6.15] A combat unit to which the owning Player cannot trace a path of connected hexes ten hexes or less in length from a Friendly HQ unit at the start of a Movement and Combat Phase is considered to have zero Movement Points for that Phase (see 6.13). Such a path may be traced through hexes containing any type of terrain and/or Enemy Zones of Control (see 7.0), but not through any hex containing an Enemy unit.

[6.2] TERRAIN EFFECTS ON MOVEMENT

The presence of terrain within a hex or on a hexside may require a unit entering the hex to expend more than one Movement Point, or may prohibit the unit from entering the hex altogether.

[6.21] Road movement is permitted at a cost of ½ Movement Point per hex entered, as long as the unit using the road Movement Point cost enters each hex across a hexside with a main road or Autobahn crossing it. Otherwise the unit expends the Movement Point cost of the other terrain in the hex.

[6.22] A unit may not use the road Movement Point cost for a main road if the hex being entered is occupied by a Friendly unit or if the hex being entered is adjacent to a hex containing the same Main Road occupied by a Friendly unit or if the hex being entered contains a Rubble marker. Moving along the Autobahn is always at the road movement cost, regardless of the presence of Friendly units.

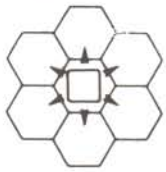
[6.3] TERRAIN AND MOVEMENT EFFECTS CHART

(see last page of rules)

[7.0] ZONES OF CONTROL

COMMENTARY:

As with most games that use Zone of Control, the purpose is to assist in recreating the simultaneity of operations in a sequential movement game. In ***Advance on Fritzlar*** the Zones of Control represent the presence of parts of the controlling units as well as the long range effects of the units' weapons. Zones of Control are rigid; it is not easy to get out of them except through the effects of combat.



GENERAL RULE:

The six hexes surrounding any unit constitute that unit's *Zone of Control.* Hexes on which a unit exerts a Zone of Control are called *controlled hexes.* Zones of Control extend into all hexes adjacent to a unit, at all times. Enemy Zones of Control inhibit movement by Friendly units.

CASES:

[7.1] EFFECTS OF ZONES OF CONTROL ON MOVEMENT

[7.11] A unit which begins its Movement and Combat Phase in an Enemy controlled hex may not move out of the hex in that Phase.

[7.12] A NATO unit which moves into a Soviet controlled hex as part of movement may move one hex from a Soviet controlled hex to another Soviet controlled hex at the cost of ten additional Movement Points.

[7.13] Once a unit has been moved into an Enemy controlled hex it may not be moved into an uncontrolled hex.

[7.14] If a NATO unit has moved one hex through Enemy Zones of Control it may attack assuming it has sufficient Movement Points to do so, but may not continue moving. However, a unit could be moved into a controlled hex, be moved one more controlled hex, then attack and, as a result of Advance after Combat, be out of Enemy Zones of Control. It could then continue moving.

[8.0] COMBAT

COMMENTARY:

Combat in ***Advance on Fritzlar*** is a function of movement, which is as it should be. The unit can either move or fight. The intensity of combat will have a direct bearing on the duration of the combat, and the duration of the combat has a direct effect on how much time will be left, if any, for the unit to move in a particular turn. The Combat Results Table is a device for assessing losses on the attacker and/or the defender. The greater the ratio in favor of the attacker, the fewer casualties the attacker will take and the more casualties the defender will take. At the high end of the scale is an overrun result which allows the attacker to put an even greater amount of damage on the defender while using fewer Movement Points. At the low end of the scale there is an Attack Abort Probability, which allows the defender to stop the attacker

cold in his tracks. Various elements, in addition to the sheer disparity in combat force between the attacker and defender, will move the resolution of the attack back and forth across the Combat Results Table.

The game shows that there are far more important elements than sheer combat power in determining what sort of attrition a combat will have on the attacker and defender. Going through the combat procedure, Players first encounter the basic difference in Combat Strengths of the attacking and defending units, then there is terrain, and T/O Level, which is the effect of casualty losses modifying the combat strength of both sides' units.

The adjacency for both the attacker and defender is primarily a matter of stretching the defender far enough to have an effect on the combat. Combats in ***Advance on Fritzlar*** are involved but they are complete.

GENERAL RULE:

The Phasing Player's units engage in combat with adjacent Enemy units during the Friendly Movement and Combat Phase by expending Movement Points. The Phasing Player is the attacker, and the non-Phasing Player is the defender, regardless of the overall strategic situation. Only one Friendly and oneEnemy unit may participate in combat at any one time. Combat is resolved on the basis of the differential between the strengths of the opposing units, modified by a variety of other factors. Results are expressed as reductions of T/O level. Extremely high differentials may result in an Overrun. Extremely low differentials may result in an Attack Abort. The owning Player may attempt to retreat his unit to reduce its T/O loss as a result of combat.

PROCEDURE:

The *initial combat differential* is found by subtracting the Defensive Strength of the defending unit from the Attack Strength of the attacking unit. The differential is modified by each of the following factors to produce the *final combat differential*. Each of these factors is cumulative and is expressed as a *shift* of the differential. A shift is either an addition to or subtraction from the Combat Differential. Players should use the Combat Differential Track to keep a record of the changes to the differential as the factors are included:

A. Terrain. The terrain in the hex occupied by the defending unit, or on the hexside the attacking unit is attacking through, may cause the Combat Differential to be shifted in favor of the defender (see 8.21).

B. T/O. The Players now modify the Combat Differential for T/O Levels (see 8.22).

C. Mode. The differential for all Soviet attacks is adjusted by "+2" (because all Soviet units are always in Mobile Defense Mode) and the differential for all U.S. units is adjusted by "−1" (because all U.S. units are in Tactical Movement Mode). See 8.23.

D. Adjacency. The Player should modify the Combat Differential for adjacent units (see 8.24).

E. Unprepared Attack. A Player may choose to expend fewer Movement Points than normal to have Combat (see 8.12).

If the Final Combat Differential is −5 or less, the attacking Player must check for the possibility of attack abort. If the Final Combat Differential is +7 or more, the attacking Player must check for the possibility of overrun. If neither attack abort nor overrun occurs (or if the Final Combat Differential is between −4 and +6), the attacking Player then rolls one die on the Basic Combat Results Table (8.83), cross-indexing the line located by the result of the die roll and the column indicated by the Final Combat Differential. If the Final Combat Differential is less than −4, treat it as −4. If the Final Combat Differential is greater than +6, treat it as +6. The result on the Basic Combat Result Table is a code letter and number which indicates a column of the Modified Combat Results Table. The attacker rolls one die again using the result of this roll to indicate a line on the Modified Combat Results Table (8.84), and cross-indexing it with the column indicated by the result of the Basic Combat Results Table to obtain the final combat result. Note that some combat results affect both attacking and defending units. The results are applied immediately, to the defending unit first if both are affected.

CASES.

[8.1] MOVEMENT POINT COSTS AND CONDITIONS OF COMBAT

[8.11] The Phasing Player, only, may conduct attacks with his own units during the Friendly Movement and Combat Phase. Each attacking unit must expend 10 Movement Points to attack a unit for the first time in a given Movement and Combat Phase. Additional attacks by an attacking unit against the same defending unit are made by expending 5 additional Movement Points. **(Exception:s** See 8.43, 8.13).

[8.12] The Phasing Player may choose to expend only 5 Movement Points by an attacking unit in the initial attack against a defending unit. This is called an *unprepared attack*. Any unprepared attack will have a −2 Shift applied to the Combat Differential used to resolve the attack. Only the initial attack by one unit against another may be an unprepared attack.

[8.13] All attacks on HQ units may be made by expending only 2 Movement Points.

[8.14] Attacking is completely voluntary. Units are never compelled to attack. Units may attack the same or different units more than once, up to the limit of their Movement Allowance.

[8.15] Attacking units which retreat by option or force as a result of combat cannot expend any more Movement Points (may not be moved further in that Movement and Combat Phase and may not attack any more).

[8.16] Only one attacking unit and one defending unit may participate in any combat, regardless of the presence of adjacent units. Units adjacent to units in combat only provide a shift to the combat differential, but are never affected by the result of a combat.

[8.2] EFFECTS OF TERRAIN, T/O, MODE, ADJACENCY, COMMAND CONTROL, FATIGUE AND SURPRISE ON COMBAT

[8.21] Terrain Effects
The terrain in the hex occupied by the defending unit in a combat, and/or the hexside through which the attacking unit is attacking, may have an effect on the combat differential. The effect of each type of terrain on the combat differential is listed in the Terrain and Movement Effects Chart (6.3).

[8.22] T/O Effects
A shift equal to the result of subtracting the defender's T/O Level from the attacker's T/O Level is applied to the Combat Differential.

[8.23] Mode Effects
All Soviet units are considered to be in Mobile Defense Mode, and all U.S. units are in Tactical Movement Mode for the entire game. Thus the mode effects shift on the combat differential is constant: "+2" for all Soviet attacks and "−1" for all NATO attacks. Note that in ***NATO Division Commander***, it is possible for a unit's mode (and thus the mode effects shift for the combat differential in any attack) to change.

[8.24] Adjacency Effects
The combat differential is modified by the presence of units adjacent to the units involved in the combat. The combat differential is modified by a +2 Shift for each combat unit of the attacker adjacent to the defending unit, other than the attacking unit itself. The combat differential is modified by a −1 Shift for each combat unit belonging to and adjacent to the defender, other than the defending unit itself. Headquarters have no effect on the combat differential because of adjacency. Defender adjacent units do not have to be adjacent to the attacker or attacker adjacent units to obtain the adjacency shift.

[8.3] ATTACK ABORT

If the final combat differential is −5 or less, the attacking Player must refer to the Attack Abort Table (11.91). If the result is no effect, the attacking Player should return to the normal combat resolution procedure, outlined above.

If an attack abort result occurs, the defending unit is unaffected. The attacking unit is immediately retreated (using Retreat Rules in 8.6) one hex and has its T/O Level reduced by two. A unit which suffers attack abort must stop and expend no more Movement Points in that Phase.

[8.4] OVERRUN

If the final combat differential is +7 or greater, the attacking Player must refer to the Overrun Table (11.92). The Attacker rolls one die, cross-indexing the row corresponding to the number rolled with the column corresponding to the Final Combat Differential to find the result. If the Final Combat Differential is greater than +12, use the +12 column of the Overrun Table.

[8.41] If there is no overrun called for on the Overrun Table, the Attacker must return to the normal combat resolution procedure.

[8.42] If there is an overrun, the defending unit is immediately retreated one hex and its T/O is reduced by two. The attacking unit may immediately advance into the vacated hex (see 8.63). After an overrun result occurs, the attacking unit and the defending unit involved in the overrun gain a special overrun status for the remainder of the attacking unit's movement.

[8.43] When the attacker has gained an overrun result against the defender, the attacking unit may ignore the Zone of Control of the defending unit. The attacking unit may also make additional attacks against the defending unit by expending only 2 Movement Points to do so (this is an exception to 8.11). This applies only to the attacking unit which made the overrun in the first place, and then may be applied only to the defending unit which was overrun.

[8.44] If the defending unit is prevented from retreating due to the presence of other units, impassable terrain, and/or Enemy Zones of Control, the defending unit's T/O Level is further reduced by 2. This applies only to overrun situations.

[8.5] EXPLANATION OF COMBAT RESULTS

The combat result indicates the maximum number of T/O Levels the affected unit is to be reduced. Each Player has the option, when suffering a combat result, of attempting to retreat the affected unit one hex.

All Final Combat Results are composed of a split pair of numbers. The number to the left of the slash is the effect (in lost T/O points) to the At-

tacker. The number to the right of the slash is the effect to the Defender (in lost T/O Points).

[8.51] When a unit is retreated as a result of final combat results, the T/O Level reduction assessed against the retreating unit is decreased by one. Thus if the result was a 1, the retreat would reduce that to no T/O Levels reduced, while a 2 result would, if the unit is retreated, incur only one T/O Level reduced. Note that the retreat resulting from an attack abort or overrun is in addition to the number of T/O Levels the unit is reduced by.

[8.52] All combat and HQ units start the game at the T/O Level listed in 5.0. The T/O Level of a unit may be reduced to zero. If any unit's T/O Level is reduced *below* zero, that unit is eliminated.

[8.53] After any combat in which the attacking unit or the defending unit is located in a city hex, a Rubble marker is placed in the city hex. If the hex already contains a Rubble marker, a second need not be placed in the hex. Combat in the fortress of Ziegenhain does not create rubble.

[8.6] RETREAT AND ADVANCE AFTER COMBAT

Under certain circumstances, units may be retreated as a result of combat, attack abort, or overrun. Retreats as a result of combat are always voluntary, at the option of the owning Player. (**Exceptions:** Attack aborts and overruns). Whether the unit may actually be retreated depends on the T/O Level of the unit. A unit may never be retreated more than one hex per combat result.

Procedure:

If a Player wishes to retreat a unit to avoid a T/O loss, he must roll one die. He then subtracts one from the number rolled for each Friendly unit which is adjacent to the opposing unit involved in the combat. If the modified number is greater than or equal to the T/O Level of the unit (before removing any T/O losses as a result of the combat), the unit may not retreat and must accept all combat results as losses to T/O Level. If a one is rolled, the unit may always retreat regardless of its current T/O Level. If a six is rolled, the unit may never retreat regardless of its current T/O Level.

[8.61] When performing a retreat, the owning Player moves the unit being retreated one hex. He may freely choose which adjacent hex to move the unit to, within the following restrictions. A unit may never be retreated into any hex already occupied by another unit. A unit may never be retreated into a hex or across a hexside which it is prohibited from entering (or crossing). See the Terrain and Movement Effects Chart (6.3).

[8.62] HQ units may not retreat as a result of combat, except overrun.

[8.63] If as a result of combat (either by a unit being retreated or eliminated) the hex occupied by the defending unit becomes vacant, the attacking unit may move into the hex immediately. This is termed an advance after combat. The unit which advances into the hex does not expend any Movement Points to do so. The attacking Player must exercise this option immediately or cease expenditure of Movement Points for the unit for that Movement and Combat Phase.

[8.64] If an attacking unit retreats as a result of combat, the unit may not be moved further in that Movement and Combat Phase.

[8.7] HEADQUARTERS UNITS AND COMBAT

[8.71] HQ units may not attack. HQ units have a Defensive Combat Strength of one. HQ units may not retreat as a result of combat, except overrun.

[8.72] In order to attack an HQ unit, a combat unit must have been adjacent to that HQ unit at the beginning of that Combat and Movement Phase. However, an attacking combat unit expends only two Movement Points to attack an HQ.

[8.73] Whenever an HQ unit incurs a combat result, the number of the result is doubled (e.g., "1" becomes "2"; "2" becomes "4").

[8.74] Overrun results against HQ units do not result in an additional T/O Level reduction of two because the HQ cannot retreat, as per 8.44. Rather, the HQ unit is retreated and incurs losses as per 8.42.

[8.8] COMBAT RESULTS TABLES AND COMBAT EFFECTS SUMMARY

(see charts and tables)

[8.81] Attack Abort Table

[8.82] Overrun Table

[8.83] Basic Combat Results Table

[8.84] Modified Combat Results Table

[8.85] Combat Differential Effects Summary

[9.0] HOW TO WIN *ADVANCE ON FRITZLAR*

GENERAL RULE:

The NATO Player wins the game by achieving either one of the following conditions:

A. At the end of any Game-Turn there is no Soviet unit in any hex adjacent to the hex containing the Fritzlar airfield (3305), and that hex is occupied by a U.S. unit.

B. Have a unit (or combination of units) move through each of the hexes comprising Marburg and Ziegenhain (0526, 0623, 0624, 0625, 0626, 0627, 0726, 0727, and 3019).

If by the end of the game the Soviet Player has kept the NATO Player from achieving either condition, the Soviet Player wins the game.

[10.0] BALANCING THE GAME FOR LESS EXPERIENCED PLAYERS

COMMENTARY:

Advance on Fritzlar is intended to be used to introduce people to the ***NDC*** system. We hope that it will prove useful to the solitaire gamer who studies ***NDC*** on his own, as well as to groups who learn the game together. But it is often the case that a gamer will want to teach a potential opponent a game system which the former is so familiar with that their first few games are likely to be depressing disasters for the neophyte. With this situation in mind, we present the following modifications to *Advance on Fritzlar*.

CASES:

[10.1] ADJUSTMENTS WHEN THE SOVIET PLAYER IS LESS EXPERIENCED

[10.11] All Soviet units with a T/O Level of three (see 5.1) are increased to a Level of four. All Soviet units with a T/O Level of one are increased to two. The Soviet HQ units have a T/O Level of six.

[10.12] The length of the game is decreased to four Game-Turns.

[10.2] ADJUSTMENTS WHEN THE NATO PLAYER IS LESS EXPERIENCED

[10.21] All Soviet units with a T/O Level of three are decreased to two.

[10.22] The length of the game is increased to six Game-Turns.

[11.0] SUGGESTED SEQUENCE FOR ADDING ADDITIONAL RULES

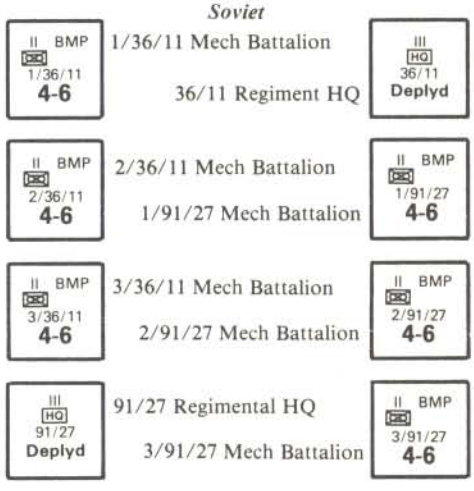
COMMENTARY:

After mastering *Advance on Fritzlar,* Players may continue to use this scenario (and the small number of playing pieces it requires) to learn the remaining rules of *NATO Division Commander.* Keep in mind that the movement and combat rules in *NATO Division Commander* have additional features left out of *Advance on Fritzlar.* The suggested sequence for adding rules follows:

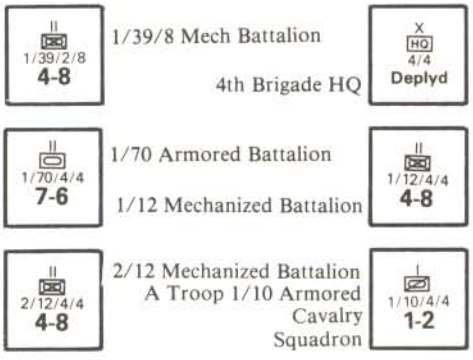
1. Modes
2. Engaged
3. CSP's and HQ's
4. Intelligence
5. Fatigue
6. Command Control
7. Weather
8. Ammo Depletion
9. Optional Rules

COUNTERS USED IN *ADVANCE ON FRITZLAR*

Soviet



U.S.



NATO DIVISION COMMANDER

Leadership under Fire

RULES OF PLAY

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Read this First:

The rules of this SPI simulation game are organized in a format known as the ***Case System.*** This system of organization divides the rules into ***Major Sections*** (each of which deals with an important aspect of play). These Sections are ***numbered*** sequentially as well as being named. Each of these Major Sections is introduced by a ***General Rule,*** which briefly describes the subject of the Section. Many times this General Rule is followed by a ***Procedure*** which describes the basic action the Player will take when using the rules in that Section. Finally, the bulk of each Major Section consists of ***Cases.*** These are the specific, detailed rules that actually regulate play. Each of these Cases is also numbered. The numbering follows a logical system based upon the number of the Major Section of which the Cases are a part. A Case with the number 6.5, for example, is the fifth *Primary Case* of the sixth Major Section of the rules. Many times these Primary Cases are further subdivided into *Secondary Cases.* A Secondary Case is recognizable by the fact that it has two digits to the right of its decimal point. Each Major Section can have as many as nine Primary Cases and each Primary Case can have as many as nine Secondary Cases. The numbering system is meant as an organizational aid. Using it, Players can always easily tell where a Case is located in the rules. As a further aid, an outline of the Major Sections and Primary Cases is given at the beginning of the rules.

How the Section and Case Numbers Work:

Major Section Number
Primary Case Number
Secondary Case Number

[6.53]

The preceding example would be the number of the third Secondary Case of the fifth Primary Case of the sixth Major Section of the Rules.

How to Learn to Play the Game:

Familiarize yourself with all of the components. Read all of the General Rules and Procedures and read the *titles* of the Primary Cases. Set up the game for play (after reading the pertinent Section) and play a trial game against yourself referring to the rules only when you have a question. This procedure may take you a few hours, but it is the fastest and most entertaining way to learn the rules short of having a friend teach them to you. You should not attempt to learn the rules word-for-word. Memorizing all that detail is a task of which few of us are capable. SPI rules are written to be as complete as possible — they're not designed to be memorized. The Case numbering system makes it easy to look up rules when you are in doubt. Absorbing the rules in this manner (as you play) is a much better approach to game mastery than attempting to study them as if cramming for a test.

We hope you enjoy this SPI game. Should you have any difficulty interpreting the rules, please write to SPI, phrasing your questions so that they can be answered by a simple sentence, word, or number. You must enclose a stamped, self-addressed envelope. We cannot guarantee a proper answer should you choose to phone in your question (the right person is not always available — and since SPI has published hundreds of games, no one individual is capable of answering all questions). Write to:

SPI
Rules Questions Editor for
NATO Division Commander
257 Park Avenue South
New York, N.Y. 10010

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[1.0] INTRODUCTION

NATO Division Commander is a game of division level operations in contemporary Europe between U.S. and Soviet forces. To help Players learn the game, there is the *Advance on Fritzlar* scenario and special rules. This scenario introduces Players to the mechanics of movement and combat without the burden of learning all the additional mode and Combat Support Points rules as well. Once the *Advance on Fritzlar* scenario is mastered, then Players may proceed to the competition game, in which one Player controls the U.S. forces and the other the Soviet forces using the full set of rules, or they may play the controller game in which one Player commands the U.S. forces and the other acts as referee handling all the information which is hidden to the U.S. Player.

Advance on Fritzlar and the competition game are very much like other conflict simulations in that two Players oppose each other and compete to achieve specific victory conditions. The controller game, however, is more akin to the role-playing games of the fantasy gaming field, in that the controller is not explicitly competing with the active Player. In fact, the controller has so much power over the game that there is no way of beating the controller if he decides to play unfairly. Any controller must approach his task as fairly as he can with the goal in mind of providing the Player with a good experience.

The optional rules add two sets of factors: additional detail of leadership and supply that are averaged into the basic system; and areas of warfare (chem, EW, nukes) that can be considered strategically optional in the situation. The added detail provides more insight into the monumental problems of managing and leading a division in West Germany. The strategic options, depending on who you listen to, can be considered certain, likely, or possible in any future conflict. It is left up to the Players to decide whether to include these rules. They should only be included after the basic set of rules have been understood.

[2.0] ADVANCE ON FRITZLAR (Introductory Game)

Important: It is strongly recommended that the *Advance on Fritzlar* scenario be played prior to attempting to absorb the main body of the rules. The *Advance on Fritzlar* scenario acquaints the Players with the basic movement and combat mechanics used in *NATO Division Commander*, and such an acquaintance has been found to be extremely helpful in learning the rest of the game.

The *Advance on Fritzlar* scenario is printed on a removable four-page insert at the center of this rules booklet. All of the rules from *NDC* proper which are necessary to play *Advance on Fritzlar* have been culled from the main body of the rules and can be found printed on the insert. Simply set up the map, remove the insert from the center of this booklet, punch out the counters needed to play the game, and the fate of Fritzlar is in your hands!

[3.0] GAME EQUIPMENT

CASES:

[3.1] THE GAME MAP

The 22" × 35" mapsheet portrays the area of West Germany northeast of Frankfurt (in the German state of Hesse). The two maps included in the game are identical. This is to provide the proper equipment for the limited intelligence (controller) version of the game. The game maps were based on the U.S. Army M745 series of 1:50,000 scale maps (second edition, 1970) plus aerial photographs and other maps to update road construction.

A hexagonal grid is superimposed over the terrain features printed on the mapsheet in order to regularize movement and positioning of the playing pieces.

To make the map lie flat, back-fold it against the creases. Small pieces of masking tape may be used at the corners of the map to hold it taut.

[3.2] GAME CHARTS AND TABLES

Various visual aids are provided for the Players in order to simplify and illustrate certain game functions. These are the Mode Change Table, the Fatigue Table, the Fog Determination Table, the Terrain and Movement Effects Chart, the Attack Abort Table, the Overrun Table, the Surprise Shift Chart, the Unit Intelligence Value Chart, the Intelligence Table, the Combat Support Point Mission Capabilities Chart, the Counter-Battery Fire Table, the Nuclear Weapons Chart, the Electronic Warfare Table, the Initial Value Table, the Predetermined Unit Value Chart, the Personnel Characteristics Table, the Personal Success Table, the Precipitation Determination Table, the Division Commander Activity Costs Chart, the Mode Combat Shift Chart, the Support Shift Results Table, the Basic Combat Results Table, the Modified Combat Results Table, the Counter-Battery Results Table, the Combat Differential Effects Summary, the Movement Allowance Effects Summary, the Combat Support Points Effects Summary, the Fatigue Net Effects Chart, the Non-Divisional Combat Support Points Summary, the Fatigue Combat Effects Chart, the Game-Turn Record Track, the Unit Movement Track, the Combat Support Point Allocation and Use Display, the Ammunition Point Track, the Combat Differential Track, and the Unit Entry Display.

[3.21] The Combat Differential Track

In *NDC*, combat is resolved on the basis of the *Differential* of the strengths of the attacker and the defender (i.e., Offensive Strength, e.g., 7, minus Defensive Strength, e.g., 5, equals the combat differential, in this case +2). The initially determined combat differential is subject to many potential modifications. These include: the attacker's and the defender's *Mode*, the terrain occupied by the defender and the effects of the attacker's and defender's *Combat Support*, the effect of the employment of chemical and/or electronic warfare, the effects of several levels of leadership, and other factors. Thus, the resolution of a single combat involves keeping track of a continuously changing differential figure, which is altered every time another factor is accounted for in the combat resolution process. The parameters of the combat differential figure are basically from −10 to +12, including zero.

[3.22] The Unit Movement Track

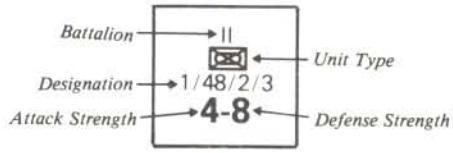
Units in *Administrative Movement Mode* can employ up to 40 *Movement Points*. Each unit is moved individually, that is to say, a given unit must complete all movement for that Game-Turn before another unit may begin to move. In addition, the initiation of combat (i.e., attacking) involves the expenditure of Movement Points; and, it is possible for a unit to move and attack, and then to move and attack again.

[3.3] THE PLAYING PIECES

The cardboard pieces represent actual military units stationed in Europe. The numbers and symbols on the pieces represent their offensive and defensive Combat Strength and the identification and type of unit represented by the piece. These playing pieces are hereafter referred to as *units*.

[3.4] HOW TO READ THE UNITS

U.S. MECHANIZED INFANTRY BATTALION (Front)



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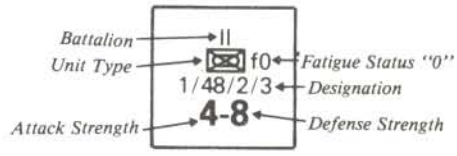

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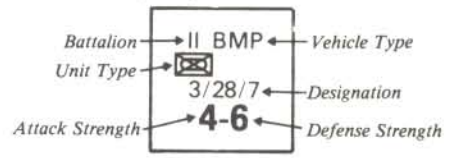

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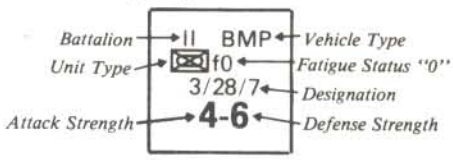
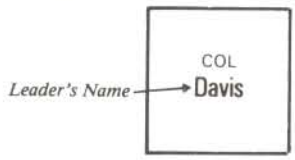
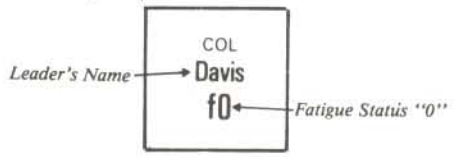


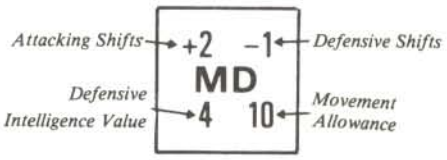
LEADER (Front)



LEADER (Back)

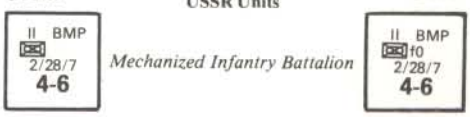


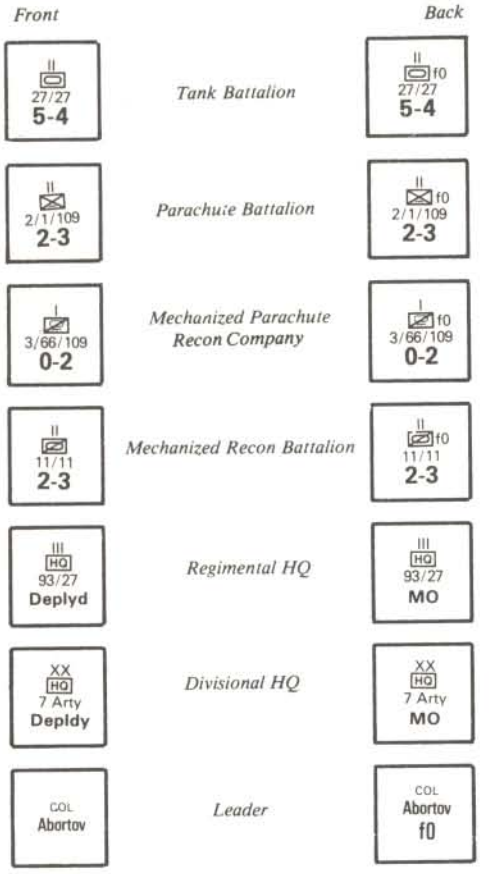
MODE MARKER



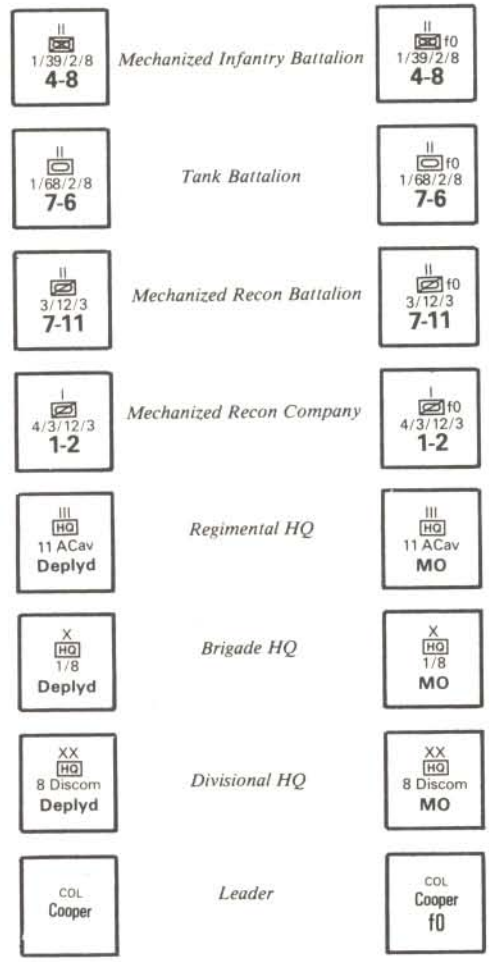
[3.41] Summary of Unit Types

Front — **USSR Units** — *Back*





US Units



[3.42] How to Read the Unit Designations

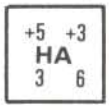
For Battalion-sized units, the Designations are read in the following manner: the first number (or in the case of several US Mechanized Infantry Battalions, the first two numbers) indicates the Battalion number. The next number is the Regiment or Brigade designation, and the final number is the Division the battalion belongs to. **Example:** 3/8/8 is the 3rd battalion of the 8th Brigade of the 8th Mechanized Division. 1/12/4/4 is the 1/12th Battalion of the 4th Brigade of the 4th Mechanized Division.

Note: Some of US Cavalry squadrons of Armored Cavalry Regts. are subordinated to no Division. Company-sized units are read in a similar manner to Battalion-sized units. The first number is the company designation, the second number the Battalion designation, and the last number is the Division designation. For example: 2/1/11 is the 2nd Company, 1st Battalion, of the 11th Cavalry Regiment, 3/3/12 is the 3rd Company, 3/12th Battalion, 3rd Cavalry Regiment.

Headquarters Units have the number of their Division or their Regiment and Division, and their area of responsibility (Tactical Air, Artillery) printed on their counter (if that particular HQ is a Divisional one).

[3.5] GAME MARKER SUMMARY

Activated
Activated Markers indicate that a unit has refrained from moving and projected its one of Control instead. They are intended to be used by both sides, and to be placed atop units (see Case 10.2).



Mode
Mode Markers indicate which of 11 mode options a combat unit has adopted: **HA** = Hasty Attack; **DA** = Deliberate Attack; **HD** = Hasty Defense; **PD** = Prepared Defense; **MD** = Mobile Defense; **TM** = Tactical Movement; **AM** = Administrative Movement; **R/I** = Relief/Infiltration; **RS** = Reserve; **DZ** = Double Zone; **TZ** = Triple Zone. The number in the upper left indicates the CRT column shifts a unit in that mode gets when attacking. These can be a "+" or a "–", and because some modes have no offensive capability, these would have an "NA", meaning not allowed. The number in the upper right indicated defensive CRT column shifts for that mode. The number in the bottom left is the defensive intelligence value of the mode (i.e., How easy is it to find things out about a unit in that mode?). The number in the bottom right is the movement allowance that a unit has in that mode (see Section 7.0).

Rubble
Rubble Markers indicate the accumulation of debris in city hexes owing to combat having occured therein (see Case 11.56).

Fatigue
Fatigue Markers indicate loss of movement and combat capability as the result of prolonged activity. There are four levels of Fatigue: F0, F1, F2, F3. F0 is called F0 because it is more like preliminary or potential Fatigue (see Section 12.0).

Combat Support Point
Combat Support Point Markers are used on a display to indicate allocation to HQ's, and usage of "Combat Support Assets." There are four kinds of CSP's: Artillery, Engineer, Signal, and Air. The counters have denominational values, like money, so that variable quantities can be indicated, and so that one can "make change." Denominations include 1's, 3's, and 5's (see Section 8.0).

Engagement
"½ Engaged" and "Engaged" represents unit's losses of movement and some other capabilities as a result of being attacked (see Case 9.5).

TO/E
Combat units take losses in terms of TO/E. TO/E markers are valued from 0 to 5. A unit not carrying a TO/E marker is assumed to have a TO/E of 6 (the maximum). Zero is the minimum. A unit going below "0" TO/E is considered destroyed (see Case 11.2).

Intelligence Level
Intelligence Level Markers indicate the level of intelligence gained on given enemy units (lets you shoot at them with Artillery or Air). Values from 1 to 4 (see Section 5.0).

Unit Leadership
Unit Leadership Markers indicate the value in Combat (CRT Shifts) of the individual combat unit's Leadership. These are valued from –3 to +3, excluding zero (see Section 20.0).

Forced March
Forced March Markers indicate that a unit has been assigned to undertake "Forced March, Level 1" or "Forced March, Level 2" in a subsequent phase of the Player-Turn (see Case 9.4).

Out of Command Control
Out of Command Control Markers indicate several disadvantages to units which have had their HQ destroyed (see Case 6.3).

Interdiction
Interdiction Markers indicate "interdicted" hex targets (see Section 8.0).

Ammo Depleted
Ammo Depletion Markers indicate units disadvantaged in combat because they are running out of ammunition. When involved in Combat when surrounded by enemy Zones of Control, they surrender on a die-roll of six (see Case 11.8).

Persistent Gas
Persistent Gas Markers indicate "interdiction" using Persistent Gas (see Case 16.1).

Identification
Identification Markers indicate new HQ attachments of combat units. Brigade or Regiment HQ's are arbitrarily termed #1, #2, #3, or #4 (see Case 6.22).

US and Soviet Combat Differential
Used to record (on a track) the ever shifting odds of Combat (see Case 3.21).

US and Soviet Movement Track
Used to keep track of the usage of Movement Points in moving and/or attacking. This is possible since each new unit moves one at a time. This is necessary since a unit can have up to 60 Movement Points, and can expend them in a combination of moving and carrying out repeated attacks (see Case 3.22).

Operational Intelligence (US and Soviet)
Used to record (on a track) increases in Operational Intelligence Levels (see Case 5.1).

Sector Coverage Ability
Used to record (on a track) changes in ability to employ Operational Intelligence Levels in so many particular map sectors (see Case 5.2).

Nuclear Warhead
Used to indicate a hex where a nuke is being dropped. Only one can be dropped at a time (see Section 18.0).

Ammunition Points
These are used to keep track of usage of Ammo Points used by Artillery and Air CSP's if optional Supply Rules are used. Both Players use them for Divisional, Brigade, and Regimental HQ's (see Section 15.0).

Detachment
Detachment Markers are used two at a time to represent the physical expansion of a combat unit in Double or Triple Zone Modes (see Case 7.3).

[3.6] GAME SCALE

Each Game-Turn equals 8 hours of real time. Each hex equals one mile of actual terrain.

[3.7] DISPLAYS AND TRACKS

Several displays and tracks are included in *NATO Division Commander* which help make the game simpler to play.

[3.71] Combat Differential Track
(see separate sheet)

[3.72] Unit Movement Track
(see separate sheet)

[3.73] CSP Allocation and Use Display
(see separate sheet)

[3.74] Ammunition Point Tracks
(see separate sheet)

[3.8] DEFINITION OF TERMS

Active Units. Only certain units in the game are considered to be active, i.e. to possess Zones of Control. These are: (1) All the units belonging to the non-Phasing Player; (2) Those units belonging to the Phasing Player which are specifically activated; such units give up all movement capability for that turn; (3) The individual unit in the process of moving belonging to the Phasing Player. (Case 10.2)

Ammunition Points. An Ammunition Point is the amount of ammunition required for each usage of an artillery (FA) or air Combat Support Point. (Section 15.0)

Assets. Assets are the support elements, expressed in terms of Combat Support Points, attached to the division or brigade/regimental level echelons. (Sections 6.0 and 8.0)

Attack Abort. An attack delivered at a very high combat differential favoring the defender may result in the attacker being severely repulsed with no chance of inflicting casualties upon the defender. (Case 11.3)

Barrage. A barrage is the use of combat support points in direct support of an attack delivered by a combat unit. (Section 8.0)

BMP's. Battalions of the motorized rifle regiment of the Soviet tank divisions, and the battalions of the 1st Motorized Rifle Regiment in Soviet motorized rifle divisions, are equipped with BMP's. The BMP ("Bronewaja Maschina Plavajutschij" — armored amphibious vehicle) is the most modern Soviet armored personnel carrier. The BMP is highly rated by Western military authorities; it is described as combining the features of a light tank, an anti-tank guided missile carrier, and an armored personnel carrier. Its armaments include a 73mm smoothbore gun, and a 7.62mm machine gun, in addition to an AT-3 Sagger anti-tank rocket launcher. A unique feature of the BMP is four firing ports on each side and one in a rear door. Troops can ride into battle armor-protected, firing their weapons. (Case 3.4).

Breakdown. US armored cavalry squadrons are capable of breaking down into four independent troops. Soviet reconaissance battalions are capable of breaking down into three independent companies. (Section 13.0)

Breakthrough. The time expended in destroying or causing an Enemy unit to retreat is reflected by the placing of Breakthrough markers indicating an additional movement cost to the attacker's units, in hexes vacated by the retreating or destroyed Enemy units. (Case 9.3)

Brigade. In the U.S. army, the command echelon between battalion and division is normally termed a brigade. An exception from normal terminology exists for U.S. armored cavalry; a "brigade" of U.S. armored cavalry is instead called a regiment. Similarly, U.S. armored cavalry "battalions" are called squadrons; "companies" are called troops. The Soviet equivalent of a U.S. brigade is also called a regiment.

BTR. The motorized rifle battalions of two out of three motorized rifle regiments in Soviet motorized rifle divisions are equipped with BTR's. The BTR-60 ("Bronewaja Transporter" — armored transport vehicle) is the predecessor to the BMP, as yet only partially replaced by the newer design. BTR's armaments include 7.62mm and 14.5mm machineguns in various combinations. (Case 3.4)

Chemical Warfare. Chemical warfare is the usage of poison gas for attacking Enemy units. (Section 16.0)

Combat Support Points (CSP's). The support elements (artillery, engineer, signal, air) attached to division and brigade/regimental level organizations for a period of operations are represented in the Combat Support Point System. (Section 8.0)

Combat Units. The armor and infantry counters representing battalion and company-sized formations of troops are termed combat units.

Command Control. Units which are able to communicate and receive orders from their immediate headquarters are said to be in command control. (Case 6.3)

Command Value. The quantification of the impact of battalion and/or brigade level leadership upon a unit's combat abilities is called its command value(s).

Competition Game. The two-Player version of *NDC*.

Core Units. The original unit entering Double Zone or Triple Zone mode is termed the core unit, as opposed to detachment units. (Case 7.3).

Controller Game. The version of *NDC* in which one person "controls" the game activities of one or more players.

Counter-Battery Fire. Counter-Battery fire, in accordance with usage of the term in U.S. Army manuals, is the bombardment of Enemy units behind the FEBA (q.v.). Players may note that the targets of counter-battery fire are not restricted to Enemy artillery. (Section 8.0)

Detachments. Detachments are the unit formations created by a unit's adoption of a Multiple Zone mode (DZ and TZ). (Case 7.3)

Electronic Warfare. The operational capabilities of combat units can be impaired by the effects upon their communication of jamming, false messages, and other forms of electronic warfare. (Section 17.0)

Engaged. Units which are attacked are considered to have their time and attention occupied in reacting to the attack to the detriment of their movement capabilities. These units are said to be engaged (Cases 9.5 and 11.54)

FA (Field Artillery). Used as a short term for "artillery."

Fatigue. Headquarters and combat units which surpass their normal capabilities will suffer increasing fatigue which can ultimately detrimentally affect their movement capabilities, and even take its toll in terms of functioning personnel loss. (T/O — Section 12.0).

FEBA. FEBA is the acronym of forward edge of battle area.

Final Protective Fire. Final protective fire is the functioning of support elements in direct support of a unit's defensive efforts in the face of an individual attack upon that unit. (Section 8.0)

Forced March. Units may increase their movement capabilities at the cost of fatigue by forced marching. (Case 9.4)

Headquarters Units. The units representing division and brigade/regiment level command posts are termed HQ units. Most HQ's contain numerous combat support units (artillery, signal, engineer, and air) which are represented by CSP's. (Section 6.0)

HQ Mode. An HQ mode is a functional preparedness state (mode) which is relevant only to HQ operations, and which may be assumed only by HQ units. (Section 7.0)

Interdiction. Interdiction is the bombarding of certain hexes by artillery and air combat support elements in order to increase the difficulty of Enemy movement through the hexes. (Section 8.0)

Infiltration: Infiltration is the passage of combat units through Enemy Zones of Control (see Case 10.3)

Modes. Modes include eleven states which may be assumed by combat units and two which may be assumed by HQ units. A unit's movement capability in its entirety, and its combat capabilities in large part, are dependent upon the mode it is in. (Section 7.0)

Operational Intelligence Level. A division's operational intelligence level is a quantification of its ability to obtain intelligence on Enemy units behind the FEBA. A division's operational intelligence level is dependent upon the allocation of support elements to that function. (Case 5.1)

Overrun. An attack delivered at a very high combat differential favoring the attacker may result in losses to, and the retreat of, the defender with no possibility of casualties to the attacker, and increased facility in further attacks by the original attacker. (Case 11.4)

Regiment. The command echelon equivalent to an ordinary U.S. brigade is called — in the case of U.S. armored cavalry and for the Soviets generally — a regiment.

Relief. Relief is the substitution of a combat unit in Relief/Infiltration mode for a unit which could not otherwise leave an Enemy Zone of Control. (Case 10.4)

SITREP. In the controller game, tactical and operational intelligence are determined for the active Player by the controller, who incorporates this with other (possibly false) information in a situation report (SITREP) delivered during the active Player's Intelligence Phase. (Case 22.3)

Sector. A square area on the game map (5 hexes × 5 hexes) used for gathering intelligence. (Case 5.2)

Sector Coverage Ability. The ability of a division to apply its operational intelligence level in selected map sectors is dependent upon the establishment of some degree of sector coverage ability, through the allocating of Combat Support Points to that function. (Case 5.2)

Staff Points. Staff Points are the quantification of the ability of the staff of a HQ in a Game-Turn to perform the tasks necessary to issue and transmit orders to the units under them to change their modes. (Section 6.0)

T/O. The Table of Organization and Equipment (TO/E) level of a combat unit is the numerical expression of the unit's strength in terms of personnel and equipment. Losses resulting from combat are expressed in terms of T/O Points. (Case 3.4)

Unprepared Attack. An attack delivered in haste without the normal expenditure of time for preparation of the attack is termed an unprepared attack. (Case 11.12)

Withdrawal. Withdrawal is the act of leaving an Enemy unit's Zone of Control; only units in Relief /Infiltration mode may perform withdrawal. (Case 10.3)

Zone of Control. The six hexes surrounding any unit (except HQ units in March Order) constitute that unit's Zone of Control. Hexes on which a unit exerts a Zone of Control are called *controlled* hexes.

[4.0] SEQUENCE OF PLAY

COMMENTARY:

The Sequence of Play follows the sequence of events that a Division would follow during combat. The non-combat operations, such as intelligence, transferring units, and changing the status of units, are put first. The commander would not actually move his combat units or undertake combat until he had gone through the process of determining what information he had on the Enemy and then reorganizing his forces to meet them as effectively as possible. Next come the combat support operations, namely counter-battery fire. This operation — firing artillery at Enemy targets behind the front line — would normally go on throughout any particular time period. Only after all of this is completed does movement and combat take place. Finally, there is a Housekeeping Phase in which all of the numerous markers can be adjusted.

GENERAL RULE:

The game is played in successive Game-Turns composed of alternating Player-Turns. Each scenario indicates which Player is the first in each Game-Turn. In each Player-Turn there is a Phase (the Defensive Counter-Battery Fire Phase) in which the other Player is considered the Phasing Player. Other than this instance the Player whose Player-Turn is in progress is considered the Phasing Player.

CASES:

[4.1] SEQUENCE OUTLINE

1. WEATHER AND INTELLIGENCE INTERPHASE

A. Weather Determination Segment

The Players determine the weather conditions for the Game-Turn. Players should alternate who determines the weather conditions each Game-Turn. Determination includes checking whether the Game-Turn is a Night Turn, as well as rolling for Fog or Precipitation.

B. Operational Intelligence CSP Allocation Segment

Both Players secretly determine how many air and signal CSP's they will allocate this Game-Turn for operational intelligence. Then both Players reveal this allocation by placing the allocated CSP's on the edge of the Used box to indicate their being unavailable for the remainder of the Turn. **Note:** Air CSP's may never be used during night, fog or rain Game-Turns (see Case 5.11).

2. FIRST PLAYER TURN

A. Intelligence Phase.

In the Competition Game, the Phasing Player determines the result of his tactical intelligence, and both Players determine the result of their operational intelligence.

B. Asset Transfer Phase

The Phasing Player may transfer assets from one HQ assignment to another HQ of the same division. The assets which can be transfered are: CSP's (Combat Support Points), combat units, subordinate commanders (optional) and ammunition points (optional).

C. Mode Change/Forced March Designation Phase

The Phasing Player may now attempt to change the mode of any of the units he controls. All voluntary mode changes must be made in this Phase (some occurrences in the Movement and Combat Phase may cause involuntary mode changes). Units that are to force march in this Game-Turn must be designated.

D. Offensive Counter-Battery Fire Phase

The Player whose Player-Turn is in progress conducts counter-battery fire against units for which he possesses intelligence, and he also conducts any interdiction missions he desires.

E. Defensive Counter-Battery Fire Phase

The opposing Player to the Player whose Player-Turn is in progress conducts counter-battery fire against units for which he possesses intelligence, and also conducts any interdiction missions he desires. Only during this Phase is the opposing Player considered the Phasing Player.

F. Movement and Combat Phase

The Phasing Player now moves and conducts combat with his units within the restrictions of the movement and combat rules. Only units with a Movement Allowance greater than zero may move. Units take action individually and all actions of one unit must be completed before proceeding to the next. When all units the Player desires have been moved, this Phase ends.

G. Housekeeping Phase

During this Phase, a number of informational and unit status markers are removed. All Breakthrough Zone markers, Interdiction markers, Persistent Gas markers (remove no more than one per hex), and Active markers are removed from the map. All Engaged, Half Engaged, EW2 and EW3 markers are removed from units of the Phasing Player. If a unit has two Engaged or Half Engaged markers on it, remove only one. Unit breakdown and recombination occurs, etc.

3. SECOND PLAYER-TURN

The Second Player now becomes the Phasing Player and repeats the steps of (2) above (remember that during the Defensive Counter-Battery Fire Phase the First Player will be considered the Phasing Player).

4. GAME TURN RECORD INTERPHASE

The Game-Turn Record Marker is advanced one space. If a number of Game-Turns have elapsed equal to the limit set by the scenario, play ceases and victory is assessed by the conditions given in the scenario.

[4.2] DESCRIPTION OF THE GAME SYSTEM

NATO Division Commander consists of four interactive, but quite different game systems: the combat system; the combat support system; the command and staff system; and the controller system. Each of these semi-independent systems can be layered onto the basic game, a fact that makes many interesting variations of the game possible.

The Combat System

This is a game using tank and infantry battalions as the basic maneuver elements. Each of these units has printed offensive and defensive Combat Strengths. A unit's abilities in combat, however, are modified by a number of informational markers stacked with it. The most basic of these are: the Mode marker, which drastically affects combat ability, and provides whatever movement capability the unit may have; and the T/O marker which indicates the unit's equipment and manpower level, against which losses are assessed. Other informational markers indicate levels of fatigue, engagement, and forced marching. The combat system uses rigid zones of control and no stacking. Combat takes place during movement and uses up a number of Movement Points. Headquarters Staff Point production regulates the probability of successfully completing a change from one mode to another.

The Combat Support System

Combat support is handled by concentrating artillery, engineer, etc., capabilities at brigade or regimental headquarters. Combat support is then allocated to the units assigned to that brigade (another informational marker may be used to indicate which combat unit belongs to which brigade). Some combat support elements may be located at divisional headquarters, where they will be available to all combat units in the division, although not as efficiently.

The Leadership and Command System

The impact upon operational success of three different levels of leadership within the division can be simulated. These include the personal influence of the divisional commander himself, the leadership abilities of subordinate commanders at division and brigade HQ's, and the leadership values of individual battalions.

The Controller System

The controller system consists of displays showing support allocations, commander and staff values for both sides. Two maps are employed; one for the active player and one for the controller. The controller keeps track of the actual strengths and locations of individual units on his own map and calculates the results of combat and intelligence for the active Player. The Player map shows only that information which the Player has obtained. The controller sets up a situation and makes it function according to a scenario.

[5.0] INTELLIGENCE

COMMENTARY:

In all military operations there is a large degree of uncertainty about what the Enemy is doing or capable of doing. Indeed, there is often a large degree of uncertainty about one's own forces. In this rule we deal with the Player's ability to discover information about the Enemy. The rule is based on the very simple principle that each division has a variable number of resources that it can apply toward acquiring intelligence. These resources are limited, and the possible Enemy forces that might be searched for are far greater.

These resources consist primarily of electronic listening devices to monitor enemy radio traffic, aircraft reconnaissance capability, and staff personnel skilled in interpreting the raw information thus acquired. Much of the information gathered can be nullified if the Enemy keeps moving his units around, as the Enemy is inclined to do, especially his headquarters (which are particularly vulnerable to detection and destruction). Units in contact with the Enemy have a much easier time of keeping track of Enemy forces. Intelligence operations are, in effect, a little game even if no combat were ever to take place. It is through the use of intelligence that Players realize how much sheer management ability is required to fight a modern war, in addition to the ability to play your hunches, and act decisively upon incomplete information.

The operational intelligence level represents the body of information on the area of operations that would build up as long as the unit was operating in the area. It also represents, somewhat abstractly, the experience factor as the Player's intelligence staff comes to know the area of operations better (as well as the Enemy units that are operating within the area). The *sector coverage ability* is nothing more than the decision to allocate intelligence resources to searching a particular area. The level of intelligence gained on any unit primarily represents the accuracy with which you have plotted the location of the Enemy unit and thus your ability to use more efficiently your air and artillery firepower to destroy the detected Enemy unit.

In the controller game, intelligence becomes much more important and, in most cases, a source of some amusement as the controller embellishes the fragmentary intelligence reports as he passes them on to the Player. This might be seen by some Players as a somewhat sadistic use of the game on the part of the controller. On the contrary, this delivery of fragmentary, and sometimes misleading, information by the controller is extremely accurate and realistic. The better the controller is at using the intelligence rules and intelligence levels, the more agitated the Player should become. But the Player will have a much more realistic experience from it, even if he does have to sweat a bit.

GENERAL RULE:

There are three types of intelligence a division commander may receive: tactical intelligence (information concerning enemy activity on the front line); operational intelligence (information concerning units deployed behind but close to the front line), and strategic intelligence (information concerning activity outside his area of operations). Friendly units are used to gain tactical intelligence concerning Enemy units deployed in adjacent hexes. Air and signal CSP's may be used to gain operational intelligence on units which are not adjacent to Friendly units. Strategic intelligence is not simulated, per se, in the game. The scenario provides Players with the equivalent of Strategic Intelligence.

The operational intelligence level and sector coverage ability of each division determine the Player's amount and effectiveness of operational intelligence. The operational intelligence level of a division may be increased by assigning air and signal CSP's to increase that level. The sector coverage ability of a division is determined by assigning air or signal CSP's to sector coverage each Game-Turn.

PROCEDURE:

During the Intelligence Phase of each Player-Turn, the Phasing Player may attempt to obtain tactical intelligence and *both* Players may attempt to obtain operational intelligence on Enemy units. In the Intelligence Phase of the first Player's turn, both Players allocate air and signal CSP's to the operational intelligence level of their divisions and to their sector coverage. (In some cases they must reduce this sector coverage level because precipitation, fog, or night have negated the air CSP's assigned to intelligence.) The operational intelligence level and sector coverage of each division are then used to resolve operational intelligence. The Phasing Player must resolve all tactical intelligence before both Players begin resolving operational intelligence.

Operational Intelligence

Unless a scenario indicates otherwise, all divisions begin the game with an operational intelligence level of zero. Each Player determines the operational intelligence level and sector coverage ability of each division he controls. If the sector coverage ability of a division is greater than zero (i.e., CSP's have been allocated to sector coverage for that division), he may conduct operational intelligence for that division in the number of map sectors for which he has sector coverage ability. For each Enemy unit on which he may conduct operational intelligence, each Player determines the intelligence differential as described in 5.3 and rolls one die. **Example:** A Player controlling a division with a sector coverage ability of 4 could conduct operational intelligence with that division in four map sectors. Each Player then designates the map sectors in which he is conducting operational intelligence. For each Enemy unit not adjacent to a Friendly unit in the designated sectors, each Player resolves operational intelligence. For each unit, the Player determines the intelligence differential and rolls one die. He then cross-indexes the row of the Intelligence Table indicated by the die roll and the column indicated by the intelligence differential to find the result. If an Intelligence Degree is indicated by the result, an Intelligence marker with the corresponding degree is immediately placed on the unit.

Tactical Intelligence

Tactical intelligence is determined by the Phasing Player for each Enemy unit adjacent to his own units. For each such Enemy unit, he resolves tactical intelligence in the same way as for operational intelligence, except that no CSP's are used and the intelligence differential is solely dependent on the condition of any adjacent units controlled by the Phasing Player.

CASES:

[5.1] OPERATIONAL INTELLIGENCE LEVEL

The operational intelligence level for each division begins each scenario at zero or at a value specified by the scenario. This level may be increased each Game-Turn by allocating air or signal CSP's to the intelligence during the Intelligence Phase. Once the operational intelligence level is increased, it may never be decreased. If, during a Game-Turn, no air or signal CSP's are added, the operational intelligence level remains the same. If CSP's are added, the operational intelligence level is immediately increased by the number of CSP's of either type allocated to it. The operational intelligence level of a division may be temporarily reduced by rain or fog.

Example: Five air or signal CSP's were allocated to the operational intelligence level on Game-Turn One (after starting the scenario at zero); the operational intelligence level for the division in that Phase is five. If, on Game-Turn Two, no air or signal CSP's are allocated to the operational intelligence level, the operational intelligence level would remain at five. If, on Game-Turn Three, two air or signal CSP's were allocated to the operational intelligence level, the level would then be raised to seven.

[5.11] Air CSP's may never be used during night, fog or rain Game-Turns ("Don't believe everything you hear about infra-red" one government source told us).

[5.12] On the Game-Turn a division or parts of a division enter the game map, all of that division's air and signal CSP's may be allocated to operational intelligence even though all of the HQ's controlling these CSP's might not be on the map at the end of the Game-Turn.

[5.13] Air and signal CSP's allocated to operational intelligence may not be used for any other mission that Game-Turn, but they need not remain with operational intelligence to maintain its level.

[5.2] SECTOR COVERAGE ABILITY

The Sector Coverage Ability of a division is determined each Friendly Intelligence Phase, when the Phasing Player allocates air and signal CSP's to Sector Coverage. The Sector Coverage Ability for an Intelligence Phase for a division is equal to the number of CSP's of either type allocated by that division for Sector Coverage.

[5.3] DETERMINING THE INTELLIGENCE DIFFERENTIAL IN OPERATIONAL INTELLIGENCE

The intelligence differential used in conducting operational intelligence on an Enemy unit is found by subtracting the Intelligence Value of the Enemy unit from the Operational Intelligence Level of the division conducting the intelligence. The Intelligence Value of a unit depends on the mode the unit is in. The Intelligence Value of each mode is found on the Mode marker.

Subtract one from the die roll (on the Intelligence Table) for HQ's which, in the previous Game-Turn, used Artillery or EW (signal) CSP's.

[5.4] EXPLANATION OF INTELLIGENCE RESULTS IN CONTROLLER GAME (Not Used in Competition Game)

The degree of intelligence of a unit is used for counter-battery fire in the competition game. In the controller game, they take an additional meaning.

Intelligence Degree	Controller Game Meaning
1	The Player is told that the unit exists, and in what *Sector*.
2	The Player is told that the unit exists and what is its type (armor, infantry, recon, HQ), as well as which Sector it is in.
3	The Player is told the exact unit designation, and its hex location.
4	The Player is told the unit designation plus its current T/O Level, as well as its hex location.

[5.5] WHEN INTELLIGENCE MARKERS ARE REMOVED

Intelligence Markers are removed from a unit at the end of a Movement and Combat Phase in which the unit is moved at least one hex.

[5.6] TACTICAL INTELLIGENCE AND THE INTELLIGENCE DIFFERENTIAL

[5.61] The Intelligence Differential used in resolving tactical intelligence is 10 if there are only Engaged or Half Engaged units of the Phasing Player adjacent to the Enemy unit for which Intelligence is being resolved.

[5.62] The Intelligence Differential used in resolving tactical intelligence is 12 if there is a unit of the Phasing Player, which is neither Engaged nor Half Engaged, adjacent to the Enemy unit for which intelligence is being resolved.

[5.63] Add one to the Intelligence Differential if Phasing Player's unit is recon/cav. Subtract one if Enemy unit is U.S. cav. This reflects the greater training and doctrinal emphasis for these type units on Enemy unit/vehicle recognition, field craft, and U.S. doctrinal emphasis stressing concealment of cavalry identity to help in hiding the covering force zone and the FEBA.

[5.7] INTELLIGENCE TABLE

(see charts and tables)

[6.0] HEADQUARTERS

COMMENTARY:

Headquarters are the nerve centers of the divisions. It is through headquarters that all orders of the division commander are carried out. Without functioning headquarters, the division commander is helpless. Each headquarters has assigned to it a *Staff Point Allowance.* This represents the ability of the staff and equipment of the headquarters to carry out efficiently the division commander's orders. This ability varies from headquarters to headquarters and from army to army. It is a function of the quality of the staff and equipment, as well as the quantity.

The tasks with which the headquarters is charged deal primarily with control. For this reason, transferring any of the division's assets has a disruptive effect, if only in that the transferred units are less useful during the transferring process. A temporary or permanent destruction of the headquarters has a catastrophic effect on a subordinate unit's ability to conduct combat operations. Since headquarters are such attractive targets, they are frequently destroyed. They can be rebuilt but never, at least during combat, to their original level of effectiveness. In most other games headquarters are either ignored or treated in a very superficial fashion. In ***NATO Division Commander*** the headquarters function as they should. They are neither dramatic or glamorous, but you do need them. Hang on to them.

The Various headquarters units in ***NATO Division Commander*** consist of divisional and brigade or regimental headquarters. Together these two levels of command structure direct the functioning of the division.

Divisional Headquarters

Divisional Headquarters represented in the game are for the U.S. Player: Division Main HQ (DIVMAIN); Division Tactical HQ (DIVTAC); Division Artillery HQ (DIVARTY); and Division Support Command (DISCOM). For Soviet Divisions: Division Main Headquarters (DIVMAIN); and Division Alternate HQ (DIVALT).

Division Main HQ (DIVMAIN)

For U.S. Divisions, the main divisional command post is normally found in the rear, outside of Enemy artillery range. DIVMAIN houses the main divisional staff elements which integrate and assess intelligence from all sources, perform overall planning functions for the division, and communicate with adjacent and higher echelon Headquarters. Because of its attractiveness as a target, and its high "visibility" resulting from the large volume of radio traffic in its vicinity, DIVMAIN necessarily must be kept on the move. Normally, DIVMAIN is under the control of the Division Chief of Staff. For the Soviet divisions, in addition to the functions described above, DIVMAIN also performs the functions which in U.S. divisions are assigned to DIVARTY.

Divisional Tactical Headquarters (U.S.: DIVTAC; Soviet: DIVALT)

The division commander will normally exercise control of combat operations from the Division Tactical Command Post, located well forward in the battle area to permit effective control. Division Tactical Headquarters is the normal center of operations for operational intelligence, control, and allocation of divisional support, and immediate control of maneuver forces. The Soviet version is called either "Forward Command Post" or "Division Alternate CP."

Division Artillery Headquarters (DIVARTY, U.S. only)

Division Artillery Headquarters directs the fire support functions of the division's attached artillery units and coordinates their fires into the overall field artillery support plan for the division.

Division Support Command (DISCOM, U.S. only)

DISCOM Headquarters is usually located in rear areas outside the range of Enemy artillery. The Division Support Command controls logistical functions including maintenance, supply, transportation, medical and finance.

Brigade and Regimental Headquarters

Brigade and Regimental Headquarters in both U.S. and Soviet cases perform functions in terms of their own echelons similar to those performed at the division level by the U.S. DIVTAC. Brigade and Regimental HQ's displace as much as possible to keep pace with the movement of the battle and for self-protection.

GENERAL RULE:

Headquarters units are divided into two types: divisional HQ's and brigade or regimental HQ's. Every HQ may have both combat units and Combat Support Points (termed assets) attached to it. These attached Assets may be transferred during the Asset Transfer Phase by the Phasing Player among his HQ units. Headquarters units employ Combat Support Points, change the modes of any attached combat units, and provide command control for all attached combat units. Each headquarters possesses a number of Staff Points, called the Staff Point Allowance, which are used each Game-Turn to change the mode of combat units. HQ units may be eliminated as a result of combat, just as any combat units can but, unlike eliminated combat units, HQ units may be reconstructed during the owning Player's Asset Transfer Phase. Headquarters may also suffer the effects of Fatigue, as a result of movement, overwork, or attempting to change modes.

PROCEDURE:

During the Asset Transfer Phase of each Player-Turn, the Phasing Player refers to the CSP Allocation and Use Display.

Step 1. The Phasing Player moves all CSP markers which are located in a Transferring box (i.e., were transferred the previous Game-Turn) of a HQ unit to the Unused box of that HQ unit.

Step 2. The Phasing Player selects which CSP markers he wishes to transfer and moves those markers from any box of a donating HQ unit's display to the Transferring box of the recipient HQ unit's display. During the Asset Transfer Phase of the next Friendly Player-Turn, these markers are moved from the Transferring box to the Unused box of the recipient HQ unit.

Step 3. The Phasing Player may change the HQ attachment of any combat unit (see Case 6.2).

CASES:

[6.1] TRANSFERRING CSP's

Any number of CSP's may be transferred from one headquarters unit to another of the same division in any Asset Transfer Phase.

[6.11] The CSP Allocation and Use Display is used to record the attachment of CSP's to the HQ units of a division. For each HQ unit in a division, there are three boxes on the display. These boxes are labelled Transferring, Unused and Used. All CSP markers are initially placed in the Unused box of the HQ unit to which they are attached. As CSP's are transferred, they are placed in the Transferring box of the recipient HQ.

[6.12] All CSP's, except air CSP's, may be transferred between two HQ units only if there exists a path of hexes between the two HQ units unobstructed by Enemy units or Zones of Control. Air CSP's may always be transferred.

[6.13] All CSP's which are located in the Transferring box of any HQ unit are halved in effectiveness if they are used to perform any combat support functions. All fractions are rounded down.

[6.14] CSP's may only be transferred in the Asset Transfer Phase of a Friendly Player-Turn.

[6.2] TRANSFERRING COMBAT UNITS

During the Asset Transfer Phase, the Phasing Player may transfer any combat unit from its current superior HQ unit to any other HQ unit of that HQ's division. The use of Staff Points and command control are affected by the current attachment of a combat unit (see Case 6.3).

[6.21] If no other indication is present, a combat unit is attached to the HQ unit indicated by the identification number on the counter.

[6.22] When a combat unit is transferred to a brigade or regimental HQ other than that listed on the combat unit's identification, an identification marker is placed on the combat unit. The number on the identification marker (1, 2, 3, or 4) is the number of the Regiment or Brigade within the Division to which the unit is attached.

[6.23] The numbering of brigades or regiments within a division are as follows: the lowest numbered brigade or regiment is called 1, the next lowest numbered brigade is called 2, and so on.

[6.24] When a combat unit is transferred to a divisional HQ unit, a separate note must be made on a sheet of paper as to the identification of the combat unit and the divisional HQ to which it is attached.

[6.25] Any combat unit which is transferred has its Movement Allowance halved (fractions rounded down) for the Player-Turn in which it was transferred.

[6.3] COMMAND CONTROL

All combat units may be either in command control or out of command control. A HQ unit is always considered in command control. A combat unit is out of command control whenever the HQ unit to which it is attached is eliminated (or affected as a result of electronic warfare, if that rules section is used).

[6.31] Any unit out of command control remains in the mode it is currently in and may not change into any other mode while out of command control. In addition, all combat units which are out of command control have their Movement Allowance (if not zero) cut in half (fractions rounded down).

[6.32] In combat, any unit out of command control receives a −8 shift if it is attacking, and a +4 shift if it is defending (see Section 11.0, Combat, for full explanation).

[6.33] A unit out of command control remains so until the unit is transferred to an existing HQ, or until its HQ is reconstructed (see Case 6.5 and, if used, optional Section 17.0, Electronic Warfare).

[6.4] EFFECTS OF ELIMINATING DIVISIONAL HQ's

In addition to the loss of command control by its attached units, the elimination of a Divisional HQ has other effects, depending on which divisional HQ is eliminated.

[6.41] Elimination of DIVMAIN and DIVTAC (DIVALT) (Both Players)

If both HQ units DIVMAIN and DIVTAC (or Soviet DIVALT) are eliminated from play, the Players may not conduct operational intelligence and may not use Combat Support Points attached to other divisional HQ units of that division. There is never any restriction on transfer of Combat Support Points between headquarters due to destruction of DIVMAIN, DIVTAC (DIVALT) or DIVARTY (except, of course that destroyed HQ's cannot do anything until reconstituted).

[6.42] Elimination of DISCOM (U.S. Player only)

If the U.S. DISCOM unit is eliminated, the U.S. Player may not use resupply for that division (see optional Case 15.2).

[6.43] Elimination of DIVARTY (U.S. Player only)

If the DIVARTY HQ unit of any division is eliminated, the artillery CSP's are halved in effectiveness, rounding fractions down. This applies to the Soviets if the DIVMAIN HQ is destroyed.

[6.5] RECONSTRUCTION OF HQ UNITS

Any eliminated HQ unit may be reconstructed during the owning Player's Asset Transfer Phase.

The owning Player must permanently reduce one combat unit's T/O Level by one, and reduce the Staff Point Allowance of one HQ unit of the same division as the unit being reconstructed by one Staff Point. The HQ unit being reconstructed is immediately placed on the map in any unoccupied hex adjacent to the combat unit whose T/O Level was reduced. If all of a Player's HQ's are destroyed, he may not reconstruct any. This means that one division may not reconstruct HQ for another division.

[6.51] Staff Points may be transferred only to reconstruct an eliminated HQ, and only in the way described above.

[6.52] The T/O Level of the reconstructed HQ unit is zero.

[6.53] CSP's may be transferred to an HQ unit in the Phase in which it is reconstructed.

[6.54] The combat unit contributing the T/O Point must be a unit in the same division as the reconstructed HQ, and assigned to the same brigade or regiment of the destroyed HQ if the HQ is a brigade or regiment HQ unit.

[6.6] FATIGUE AND HEADQUARTERS

HQ units suffer effects of fatigue exactly as do combat units. Additionally, HQ units which are in Fatigue Level Three have their Staff Point Allowance halved, rounded down.

[6.7] ENGAGED EFFECTS ON HEADQUARTERS

HQ units suffer the effects of being Engaged and Half Engaged in the same way as Combat units, and certain additional effects as well.

[6.71] HQ units which are Half Engaged have their Staff Point Allowance halved, fractions rounded down. Also, CSP's attached to the HQ are halved in effectiveness (fractions rounded down) except for CSP's used in Final Protective Fire in a combat involving the HQ unit itself.

[6.72] HQ units which are Engaged have a zero Staff Point Allowance and CSP's attached to the HQ may not be used, except for final protective fire in a combat involving the HQ itself, or for barrage fire in a combat involving an Enemy unit in a hex adjacent to the HQ itself. In this case, FPF and barrage fire strengths are halved (fractions rounded down).

[6.8] HQ UNITS AND LOSSES

Whenever an HQ unit is called upon to suffer T/O Losses (whether as a result of combat, or fatigue) use the following procedure:

Roll one die. If the result is one, the HQ is eliminated. For counter-battery fire, a roll of one or two eliminates the HQ. Any assigned combat units are considered out of command control (see Case 6.3) and any CSP's attached to that HQ remain in the appropriate boxes of the CSP Display for the division (see Case 8.5). If the HQ is not eliminated, the losses are taken as CSP's.

[6.81] The owner of the HQ unit suffering losses removes the first CSP which may be of any type he chooses to lose. The opposing Player removes the second which may be of any type *he* chooses. The two Players continue alternating removing CSP's until the loss in T/O Points is satisfied.

[6.82] If all assigned CSP's are eliminated and losses remain to be taken, the HQ unit is eliminated and all attached combat units are out of command control.

[6.9] STAFF POINTS EFFECTS SUMMARY

(see charts and tables)

[7.0] MODES

COMMENTARY:

Modes represent a unit's current organization and what it is prepared to do. The different modes represent radically different deployments of the same unit. Units in a movement mode, for example, are on roads strung out over a relatively long and narrow area and generally not well prepared either to attack or defend. They are, however, very capable of rapid movement. The difference between Defensive and Attack modes is also considerable. In an attack mode, the forces are relatively concentrated; defensive measures, such as digging in and deploying in depth, are not taken. Thus the various modes are represented according to the effect they have on a unit's ability to attack, defend and move.

The ability to change from one mode to another is also represented. A unit's ability to change modes depends upon the ability of the staff that controls it. Changing from one mode to another is a major feat of reorganization. This is particularly apparent when dealing with the Double and Triple Zone modes. These modes have a unit deployed over a much wider area than would normally be the case. Communications and coordination become extremely important in these modes, if only because of the distances involved. This is merely an obvious example of what modes do and what they imply. If you are not careful in your use of modes when playing the game, you will discover the hard way how very important their differences are.

Every combat and HQ unit is always deployed in some Mode. Combat units have their own modes, which are different from the Modes of HQ units.

COMBAT UNIT MODES:

Position Defense (PD) Mode. A defensive mode, which involves maximum planning and preparation for defense in a fixed position.

Mobile Defense (MD) Mode. A mode, similar to Position Defense, except that less time is required, as most of the unit involved is held in reserve so that it can maneuver against the attacking forces.

Hasty Defense (HD) Mode. A defensive mode, similar to Position Defense, except that less time is available for planning and preparation.

Reserve (RS) Mode. A defensive mode employed when a unit is out of contact with the Enemy and must be ready to respond to any type of situation. Also used for taking replacements and reinforcements.

Double Zone (DZ) Mode. A defensive mode in which the unit involved expands its normal frontage from 4.5 Km to as much as 10.5 Km.

Triple Zone (TZ) Mode. A defensive mode in which the unit involved expands its normal frontage from 4.5 Km to as much as 13.5 Km.

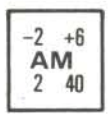
Deliberate Attack (DA) Mode. An offensive mode in which the unit has maximum planning and preparation for an attack.

Hasty Attack (HA) Mode. An offensive mode, identical to Deliberate Attack, except that less effort is available for planning and preparation.

Relief/Infiltration (R/I) Mode. An offensive mode used either to infiltrate an Enemy position or to relieve a Friendly unit in contact with the Enemy.

Tactical Movement (TM) Mode. A movement mode in which careful attention is paid to reconnaissance and to the ability to react effectively to offensive or defensive situations while on the move.

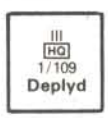
Administrative Movement (AM) Mode. A movement mode in which all other considerations are subordinated to speed. Units using this mode are at a great disadvantage defensively and offensively.



HQ UNIT MODES:

March Order (MO) Mode. Personnel are loaded on vehicles and prepared for movement. Equivalent, functionally, to TM mode.

Deployed (DP) Mode. A mode in which an HQ's equipment and personnel are deployed off their vehicles and organized for maximum staff and support functioning. Equivalent, functionally, to RS mode.



Combat units may never be in any HQ mode and HQ units may never be in any combat unit mode. For movement and combat purposes, MO mode has the same characteristics as TM mode, DP equals RS.

GENERAL RULE:

All combat and HQ units have their movement abilities determined and their combat abilities affected by the mode in which they are deployed. A unit's mode is changed by expending Staff Points from the Staff Point Allowance of an HQ unit or units. Units may voluntarily attempt to change modes only during the Friendly Mode Change Phase. It is not certain that a unit will always be able to change modes. If a unit fails to change mode, the Phasing Player may attempt to change the unit's mode again, as many times as desired, until the unit is successful or the Player decides to cease making attempts. Each attempt to change modes, successful or unsuccessful, will necessitate checking for fatigue effects on the unit. If a unit changes mode, the Movement Allowance of the unit is halved for that Player-Turn.

PROCEDURE:

During the Mode Change Phase of each Player-Turn, the Phasing Player may attempt to change the modes of none, some or all of the units he controls. All combat units currently assigned to a given HQ have their mode changes resolved at the same time. To resolve mode changes, first declare the mode changes that units of a given HQ are attempting to make. Next, find the total Staff Points required to perform all of these mode changes by referring to the Mode Change Costs Table, (7.4). The intersection of the row of the table, corresponding to the mode the unit is in, and the column of the table, corresponding to the mode the unit is attempting to change to, indicates a number which is the number of Staff Points needed to perform that individual mode change. Add together *all* mode changes for each HQ. Finally, determine the number of Staff Points available to the HQ unit. If the number of Staff Points needed to make the mode changes is less than or equal to the number of Staff Points available to the HQ then all the mode changes declared are successfully made without any further procedure. If the number of Staff Points needed exceeds the Staff Points available, then the Phasing Player must use the Mode Change Table (7.5).

To use the Mode Change Table, cross-index the row corresponding to the number of Staff Points available with the column corresponding to the number of Staff Points needed to perform all the mode changes for that HQ unit. The intersection of row and column indicates a range of dice rolls. For each unit attempting to change mode, the Phasing Player rolls two dice. If the combined result is within the range of dice rolls listed, the unit has successfully changed mode. Otherwise, the unit has failed to make the desired change. Whenever a unit successfully makes a mode change, the mode status of that unit is adjusted to the new mode (Case 7.5). The Phasing Player may elect to roll again on the Mode Change Table for units which failed to change modes. When making subsequent attempts, the same range of dice rolls is used as when the Player first rolled for the unit.

After every mode change attempt, whether successful or not and even if the Mode Change Table was not used, the unit attempting to change modes must be checked for the accumulated effects of fatigue (see Section 12.0).

CASES:

[7.1] STAFF POINT ALLOWANCE AND STAFF POINTS AVAILABLE

Staff Points are used to change modes. Every Headquarters unit is assigned a Staff Point Allowance by the scenario. The Staff Points available to all divisional HQ units are equal to the Staff Point Allowance for that HQ. The Staff Points available to a brigade or regiment HQ unit are the Staff Point Allowance of the brigade or regiment HQ plus the total Staff Point Allowances of all divisional HQ's. **Example:** If a Soviet DIV-MAIN HQ has 4 Staff Points and DIVALT has 1, then each Regiment has 5 Staff Points (4 from DIVMAIN and 1 from DIVALT) in addition to the 1 Staff Point each regiment has itself.

[7.11] The Divisional HQ units' Staff Points may be used by several brigade or regiment HQ units of the division (as well Div HQ's) in one Mode Change Phase without penalty. Each brigade or regiment has available all the Staff Points of all the divisional HQ units.

[7.12] The Staff Point Allowance of an HQ unit may be affected by fatigue and Engaged or Half Engaged Status (see Cases 6.6 and 6.7).

[7.13] Signal Combat Support Points may be assigned to brigade or regiment HQ units to increase the Staff Point Allowance of that HQ. For each signal CSP assigned, add one to the Staff Point Allowance of the HQ unit for that Mode Change Phase. This is the only way signal CSP's may be used by regiment/brigade HQ's.

[7.2] MODE CHANGE RESTRICTIONS AND INHIBITIONS

[7.21] Units which are Engaged during the Mode Change Phase may not have their mode changed.

[7.22] Any unit (except Recon/Cav attached to a brigade or regiment HQ unit which is more than five hexes from that HQ during a Mode Change Phase must use double the number of Staff Points to change mode.

[7.23] The Movement Allowance of a unit which changes mode is halved (fractions rounded down) for that Player-Turn.

[7.24] Headquarters in March Order (MO) Mode may use only half their CSP's, rounding fractions down (see Case 8.8).

[7.3] DOUBLE ZONE AND TRIPLE ZONE MODES

Combat units may enter Double Zone and Triple Zone (DZ and TZ) mode and thereby gain an additional two detachment units associated with the combat unit. These detachments remain in play only as long as the combat unit remains in Double Zone or Triple Zone mode. The combat unit which changes into the Double Zone or Triple Zone mode has an appropriate Mode marker placed on it and detachment units of the same nationality and marked with the same identifying letter as the Mode marker are placed on the map. The combat unit is hereafter referred to as the "core" unit. Detachment units are combat units.

[7.31] When a unit is changed into Double Zone mode, the detachment units must be placed within *two* hexes of the core unit. When a unit is changed into Triple Zone Mode, the detachment units must be placed within *three* hexes of the core unit.

[7.32] The detachments of a unit in Double Zone mode may never be moved more than two hexes from the core unit. The detachments of a unit in Triple Zone mode may never be moved more than three hexes from the core unit.

[7.33] The combat unit to be changed into Double Zone or Triple Zone mode may not be within two or three hexes of an Enemy Zone of Control respectively, when changing into such modes. Detachment units may not be placed in Enemy Zones of Control.

[7.34] When changing out of Double or Triple Zone Mode, the detachment units are removed from the map.

[7.35] Detachments do not suffer fatigue in the same manner as combat units. In any Player-Turn in which the core unit or detachment units expend Movement Points, regardless of which units are moved, the core unit suffers the effects of fatigue.

[7.36] Whenever a detachment unit or core unit becomes Engaged or Half Engaged, the core unit and both detachments become Engaged or Half Engaged, respectively.

[7.37] The effects described in 7.35 and 7.36 remain on the core unit after the unit leaves Double or Triple Zone mode.

[7.4] MODE CHANGE COSTS TABLE
(see charts and tables)

[7.5] MODE CHANGE TABLE
(see charts and tables)

[7.6] MODE COMBAT SHIFT MATRIX
(see charts and tables)

[7.7] INSTANT MODE CHANGES

Units in modes having no Movement Allowance may be moved only as a result of combat. If a unit in an immobile mode incurs a combat result and chooses to retreat, it may, but instantly changes mode (see Case 11.64).

[8.0] COMBAT SUPPORT POINTS

COMMENTARY:

Combat Support Points represent the combat support elements of the Division as opposed to the maneuver elements (infantry, armor and reconnaissance battalions). Combat support battalions consist of artillery, signal, and engineer units, as well as Army and Air Force aviation units. These units are attached and/or subordinated to various headquarters. The headquarters then coordinate the effective use of these combat support elements in support of the maneuver battalions.

An important concept to understand is that some of the Combat Support Points may be used more than once in a Player-Turn. This is true primarily because artillery, and to a lesser extent air units, are limited not so much by their physical availability to perform a mission, but by their supply of ammunition. Artillery units, for example, during the course of a turn, could fire much more ammunition than they normally carry with them. In fact, if sufficient ammunition were available at the guns, an American division's artillery could fire over ten times the amount of ammunition normally available for one day's combat operations. The various missions that are available to the Combat Support Points, in conjunction with the Sequence of Play in the game, allow Players to use the Combat Support Points in a highly realistic manner without much chance of playing the game incorrectly.

Built into the game are a number of realistic elements to reflect the current operational state of the art of the two armies. For example, Soviet doctrine and capability does not allow them to use Final Protective Fire as frequently as American units. On the other hand, the tactical possibilities become enormous when Players start using Intelligence rules in conjunction with Counter-Battery Fire and the more mundane Barrage Fire. Players should keep in mind that ever since World War One, combat support elements of divisions have inflicted anywhere from 50 to 80 per cent of the damage done to the enemy. This is not a very comforting statistic for the maneuver elements, particularly since these elements are normally thought of as the ones doing the most damage. On the contrary, they are the ones doing the least damage and take the largest number of casualties.

GENERAL RULE:

The support elements attached to a division (or temporarily assigned to a division from higher echelons for the period of an operation) are represented in the game by Combat Support Points (CSP's). There are four types of support assets represented by four types of CSP's: Air; Engineer; Artillery; and Signal. All CSP's begin the game attached to HQ units in accordance with the scenario rules. Subsequent to that, CSP's may have their HQ attachment changed during a friendly Asset Transfer Phase (see Case 6.1). Combat Support Points are represented by counters which are kept on the CSP Allocation and Use Display to indicate their present attachment and status. CSP counters contain the type and number of CSP's represented by the counter. CSP counters may be freely changed like money, as long as Players replace counters of the same type and total the same number of Points as those removed. CSP counters may be changed at any time in this way. There are six different missions that CSP's may be assigned to during the course of a Game-Turn: Operational Intelligence; Mode Changing; Counter-Battery Fire; Interdiction; Barrage Fire; and Final Protective Fire. A single Combat Support Point may be used in one or more of these Missions in one Game-Turn (except Operational Intelligence, see 5.13), provided the Point type is allowed to perform the Mission. The use of CSP's in Operational Intelligence is detailed in Section 5.0. The use of CSP's in Mode Change is detailed in Case 7.13. During the Offensive and Defensive Counter-Battery Fire Phase of each Player-Turn, CSP's may be used for Counter-Battery Fire and Interdiction Missions. During the Movement and Combat Phase of each Player-Turn, CSP's may be used in Barrage and Final Protective Fire Missions.

Each CSP may not perform all of the missions listed. Different types of CSP's have different capabilities. Check the CSP Mission Capability Chart (8.5) for which missions may be performed by which types of CSP's. Certain types of CSP's must be within a given distance of the target of their missions in order to perform them. A single CSP may be used once per Phase, if it is eligible for use (see the CSP Mission Capability Chart, 8.5).

PROCEDURE:

During the Intelligence Phase, the Phasing Player allocates Air or Signal CSP's to raise his division's Operational Intelligence Level. During the Offensive Counter-Battery Fire Phase of each Player-Turn, the Phasing Player (and during the Defensive Counter-Battery Fire Phase of each Player-Turn, the non-Phasing Player), who then temporarily becomes the Phasing Player, may allocate CSP's to Counter-Battery Fire Missions or Interdiction Missions. During any Movement and Combat Phase the Phasing Player may allocate CSP's to Barrage Missions, and the non-Phasing Player may allocate CSP's to Final-Protective-Fire.

Whenever assigning CSP's to a mission, the CSP's allocated should be moved from the Unused box of the CSP Allocation and Use Display to the Used box for the same HQ. CSP's which are already in a Used box may not be allocated to another mission in that Phase. At the end of any Phase in which CSP's are used, the CSP's in Used boxes are moved to the Unused boxes of the same HQ. **(Exception:** For operational intelligence, see Case 5.13).

Operational Intelligence Mission CSP's are assigned during the Operational Intelligence CSP Allocation Segment (see Case 4.1). Mode Change, Counter-Battery Fire, and Interdiction Missions are assigned by the Player by simply declaring the mission. Barrage and Final Protective Fire Missions must be assigned by simultaneously writing on separate sheets of paper the number and types of allocated CSP's by each Player to a given combat. The numbers are revealed together and may not be altered once revealed.

Counter-Battery Fire:

CSP's assigned to a Counter-Battery Fire Mission are assigned to attack a certain hex, out of Friendly Zones of Control, occupied by an Enemy unit. To resolve the mission, use the Counter-Battery Fire Table (8.65). Cross-index the row corresponding to the degree of intelligence of the target unit with the column corresponding to the number of CSP's allocated to the mission. The result is read as a column on the Counter-Battery Loss Table. (8.66). The result of this Table will cause CSP's to be "used" or destroyed (or cause a combat unit to be Engaged and/or to lose T/O Points). Breakthrough markers are placed if the unit is destroyed as a result of losses.

Interdiction:

CSP's are assigned to an Interdiction Mission during any Counter-Battery Fire Phase by the Phasing Player. The Player assigning the mission selects a hex of the map which is to be interdicted. This hex may not contain an Enemy unit unless the hex is a road, autobahn, town or city hex. The hex to be interdicted may never contain a Friendly unit. An interdiction marker of the same nationality as the interdicting CSP's is placed in the hex with a number of T/O markers which total the number of CSP's interdicting.

If the Enemy unit attempts to enter or begins its movement in an interdicted hex, a determination is made of how many Movement Points must be expended before entering or leaving the hex. This is done by treating the number of CSP's interdicting the hex (which is recorded by using T/O marker) as a positive differential on the Combat Results Table. The interdicting Player uses this differential to resolve a "combat." Only the final result to the defender has any effect, however, and it is interpreted as the number of Movement Points the moving unit must expend. The resulting number of Movement Points is doubled if the unit is in Administrative Mode.

Barrage:

CSP's are assigned to a Friendly combat unit during a Movement and Combat Phase by the Phasing Player at the instant the unit conducts a combat. Once assigned, the CSP's remain available to the unit as long as it continues to be moved. They are then placed in the Used box. Additional CSP's may be assigned to barrage for a unit during subsequent attacks by that unit. All Barrage Missions for a combat must be assigned to an attacking unit before resolving that combat.

Final Protective Fire:

CSP's are assigned to a combat unit of the non-Phasing Player during a Movement and Combat Phase at the instant the unit is attacked. Once assigned, the CSP's remain available to that unit as long as the same unit is attacking it. They are then placed in the Used box. CSP's may be allocated to the unit for subsequent combats involving the same attacking unit. If later in the Phase a second Phasing Player's unit attacks the defending unit, new CSP's must be allocated to it for there to be any Final Protective Fire.

Resolving Barrage and Final Protective Fire:

In any combat in which either Barrage or Final protective Fire Missions are allocated, the Phasing Player must resolve these missions before resolving the combat. A Combat Support Differential is calculated by subtracting the number of Final Protective Fire CSP's from the number of Barrage CSP's The Phasing Player then rolls one die and cross-indexes the row corresponding to the die roll with the column corresponding to the Combat Support Differential on the Support Shift Results Table (8.7) to find the Combat Support result. The intersection of line and column indicates a shift of the Combat Differential. This shift is applied to the Combat Differential in computing the Final Combat Differential of the combat about to be resolved.

CASES:

[8.1] RANGE LIMITATIONS OF COMBAT SUPPORT POINTS

The target hex of any mission to which field artillery, signal, or engineer units are allocated must be within range of the HQ unit to which the field artillery or engineers are currently attached. Air CSP's may be used without regard to the distance between the HQ unit to which they are attached and the target of their missions. Engineer CSP's, only, must trace the range from HQ through hexes not in an Enemy Zone of Control nor occupied by an Enemy unit.

[8.11] Field Artillery CSP's may only be used in missions which are within ten hexes of the HQ unit to which they are currently attached.

[8.12] Engineer CSP's may only be used in Missions which are within five hexes of the HQ unit to which they are currently attached.

[8.13] Signal CSP's used for Electronic Warfare must be within ten hexes of the target unit.

[8.2] HQ ATTACHMENT AND THE EFFECTIVENESS OF CSP's IN BARRAGE AND FINAL PROTECTIVE FIRE

If the CSP's being allocated to either a Barrage Mission or a Final Protective Fire Mission are currently attached to an HQ unit which does not control the combat unit to which the CSP's are allocated, the CSP's are halved in effectiveness (round fractions up). The controlling HQ is the HQ to which the combat unit is currently attached.

[8.3] SOVIET UNITS AND FINAL PROTECTIVE FIRE

Soviet units in Position Defense Mode may have CSP's allocated to them in a Final Protective Fire Mission. Soviet units in any other mode must be within three hexes of an HQ unit to use attached CSP's in Final Protective Fire. Air CSP's may *never* be used by the Soviet Player in Final Protective Fire. U.S. units may always use Final Protective Fire.

[8.4] INTELLIGENCE AND COUNTER-BATTERY FIRE

A unit must have an Intelligence marker on it to be a target of Counter-Battery Fire.

[8.5] CSP MISSION CAPABILITIES CHART

(see charts and tables)

[8.6] WHEN CSP's MAY BE USED

A given eligible CSP may be used only once per Phase. Thus a CSP may be used more than once in a Game-Turn, up to the number of Phases in which it is eligible for use.

[8.61] A CSP is eligible for use in a given Phase if the CSP rules indicate it may be used in that Phase.

[8.62] A CSP may not be used more than once per Phase. This is explained in the CSP rules which describe how each CSP, once used in a Phase, must go from the Unused to the Used box on the CSP Allocation and Use Display. At the end of that Phase, all used CSP's go back to the Unused boxes. **(Exception:** Operational intelligence, Case 5.13).

[8.63] A CSP may not be used more than the number of times allowed by the CSP Mission Capabilities Chart (8.5). In effect, an artillery CSP can be used a maximum of four times per Game-Turn. That is, it could be used in the Offensive Counter-Battery Phase, Defensive Counter-Battery Phase, and during the Movement and Combat Phase as both-Barrage and FPF, either offensive or defensive.

[8.64] HQ units in March Order Mode may use only half their CSP's, rounding fractions down.

[8.65] Counter-Battery Fire Table
(see charts and tables)

[8.66] Counter-Battery Loss Table
(see charts and tables)

[8.7] SUPPORT SHIFT RESULTS TABLE

(see charts and tables)

[8.8] CSP EFFECTS SUMMARY

(see charts and tables)

[9.0] MOVEMENT

COMMENTARY:

The movement system used in *NATO Division Commander* attempts to create most of the elements of simultaneous movement without the mechanical complexity and drudgery of truly simultaneous movement. This system uses two elements. First, Combat is a function of movement; that is, each unit is moved individually to the end of its Movement Allowance, and at any time during its movement it may engage in combat by paying a Movement Point cost.

The second element is that when, through combat effects, an Enemy unit is moved out of its original hex, a Breakthrough marker is placed on the vacated hex. The Breakthrough marker, which is nothing more than an additional "terrain feature" which costs additional Movement Points for Friendly units to move into, represents the time delay element so that subsequent Friendly units advancing into that hex will in effect arrive there "after" the original attacking unit (which made its attack and cleared the hex of the Enemy unit). A further development of the Breakthrough concept is the use of the "engaged" rules. This, in effect, adds the concept that a unit can only do one thing in a Game-Turn, that is, if a defending unit in its turn is involved in combat, it loses some or all of its ability to operate in its next Game-Turn since it has already been forced to react to Enemy operations. This makes the concept of initiative very real and very important to the play of the game. If you keep hitting the enemy, he will have little opportunity to turn around and hit you, unless he has reserves, and then it becomes a question of who has the bigger battalions or, in the case of the Russians, who has more battalions.

All of these rules also allow the Player to go on and use such things as Forced March and Fatigue. Fatigue and recovering from Fatigue is particularly important since modern combat operations are expected to proceed at a constant pace day and night. This is all very well, but historical experience has shown that this has its limits and the limits are basically the Fatigue of the units involved. You can do it but you'll have to pay the price when your troops fall asleep on you.

GENERAL RULE:

A unit's mode determines its Movement Allowance. During his Movement and Combat Phase a Player may move as many or as few of his units as he desires. Movement is calculated in terms of Movement Points. Basically, one Movement Point is expended for each clear terrain hex a unit enters; other terrain (except road or autobahn hexes) costs more than one Movement Point to cross or enter. These effects are summarized on the Terrain and Movement Effects Chart (9.7).
Each unit may be moved as many hexes as desired as long as its Movement Allowance is not exceeded. A unit's Movement Allowance depends on its current mode and whether the unit is using Forced March. A unit's movement is affected by Enemy Zones of Control (see Section 10.0). Breakthrough markers also influence the number of Movement Points needed to move a unit into a hex (see Case 9.3). During the Movement and Combat Phase, if a Phasing Player's unit is currently fatigued, the Player may rest the unit in order to reduce its level of Fatigue. Units which are being rested may not move or engage in Combat (see Case 9.6).

PROCEDURE:

During the Movement and Combat Phase of his Player-Turn, each Player moves his units or designates units which are resting, one unit at a time, in order of regiment or brigade affiliation. This means that all movement and combat of a regiment or brigade's units must be completely resolved for the Movement and Combat Phase before proceeding to any units in another regiment or brigade. A Player may choose which regiment or brigade he moves first.

Movement: The Player moves each unit by tracing a path of hexes through the map grid, hex by hex As each hex is entered the unit must expend the appropriate number of Movement Points, dependent on the terrain in the hex. The Movement Track should be used to keep a record of how many Movement Points remain of the unit's Movement Allowance of the unit. As each unit begins its movement, the Player should place the Movement marker on the space of the track corresponding to the unit's Movement Allowance. As Movement Points are expended, the Player should move the Movement marker along the track the number of spaces required. This way, as combats are executed, there is a record of the number of Movement Points remaining for the attacking unit. When a unit has ceased its movement, the Phasing Player must check for the effects of Fatigue on that unit.

Rest: The Phasing Player may rest a unit by simply indicating that he is doing so. Engaged units, unfatigued units (i.e., units with no Fatigue level), or units committed to Forced March may not rest. Any unit which is resting immediately has its Fatigue Level reduced by two.

CASES:

[9.1] MOVEMENT RESTRICTIONS AND INHIBITIONS

[9.11] A Friendly unit may never enter a hex occupied by an Enemy unit, nor may a unit end its movement in,or make an attack from, a hex occupied by a Friendly unit. A unit may move through other Friendly units at no Movement Point cost **(Exception:** see Case 9.2).

[9.12] Movement may take place only during a Friendly Movement and Combat Phase. Combat also occurs during this Phase; units must expend Movement Points in order to attack (see Section 11.0).

[9.13] Units with insufficient Movement Points to meet terrain costs for a hex may not be moved into the hex. Units with a Movement Allowance of zero may not be moved at all.

[9.14] A unit's total Movement Allowance may never be exceeded in any one Movement and Combat Phase. All, some, or none of a unit's Movement Allowance may be expended in each Friendly Movement and Combat Phase. Unused Movement Points may neither be saved to be used in another Movement and Combat Phase, nor be transferred to another unit.

[9.15] Units do not require Staff Points in order to move. Once a unit has entered a mode, it continues to have the Movement Allowance of that mode.

[9.16] A combat unit in Double or Triple Zone (DZ or TZ) Mode (and its detachment units) may be moved individually within the restrictions of Case 7.32, but any movement by any of the component units consumes Movement Points from the Movement Allowance of the core unit.

Example: A unit in Double Zone Mode may expend all 40 Movement Points by movement of the core unit, or one detachment may expend 14 Movement Points, while the core unit may expend 16 Movement Points and the remaining detachment expends 10 Movement Points. **Note:** At all times the detachment units must be within two or three hexes (depending on the mode) of the core unit.

[9.2] TERRAIN EFFECTS ON MOVEMENT

The presence of terrain within a hex or on a hexside may require a unit entering the hex to expend more than one Movement Point, or may prohibit the unit from entering the hex altogether.

[9.21] Road movement is permitted at a cost of ½ Movement Point per hex entered, as long as the

unit using the road Movement Point cost enters each hex across a hexside with a main road or Autobahn crossing it. Otherwise the unit expends the Movement Point cost of the other terrain in the hex. A unit may not use the road Movement Point cost for a main road if the hex being entered is occupied by a Friendly unit or if the hex being entered is adjacent to a hex containing the same Main Road occupied by a Friendly unit. Moving along the Autobahn is always at the road movement cost, regardless of the presence of Friendly units.

[9.3] EFFECTS OF BREAKTHROUGH ON MOVEMENT

Breakthrough markers are placed on hexes vacated by units which are retreated or eliminated as a result of combat (see Case 11.53) and have an effect on movement during the remainder of the Phasing Player's Turn.

[9.31] The hex containing and all hexes adjacent to a Breakthrough marker constitute a Breakthrough Zone. Each unit which is moved into any hex of a Breakthrough Zone must expend 5 additional Movement Points to enter the hex. This penalty is expended for each hex of a Breakthrough Zone through which a unit is moved.

[9.32] If a hex falls within more than one Breakthrough Zone, any unit which is moved into the hex must expend 5 Movement Points for *each* Breakthrough Zone which extends into the hex.

[9.33] The presence of a Breakthrough Zone does not affect a unit's Zone of Control, whether Enemy or Friendly.

[9.34] Combat units force marching or in Administrative Mode may not move into a Break-through Zone hex (see also 9.43).

[9.4] FORCED MARCH

During the Mode Change Phase, the Phasing Player declares whether any units are forced marching and designates them by placing either a Forced March, Level 1, or Forced March, Level 2 Marker on the units which will be Forced Marched. Breakthrough Zones have an effect on units using Forced March (see Case 9.43). Units in Forced March Level 1 receive a movement bonus of ½ their Movement Allowance (e.g., 10 Movement Points become 15). Units in Forced March Level 2 double their Movement Allowance (e.g., 10 Movement Points become 20).

[9.41] Units which are using Forced March, Level 1 must check for Fatigue using column 3 of the Fatigue Table. Units using Forced March, Level 2 must check for Fatigue using column 4 of the Fatigue Table. Units check for Fatigue before using their additional Movement Points.

[9.42] Soviet units may not use Forced March until the Game-Turn after either a Soviet unit is moved into a hex adjacent to a U.S. unit or the Soviet Player achieves Level 3 or Level 4 Operational Intelligence on a U.S. unit. **Exception:** A scenario may indicate that Soviet units may enter the map in Forced Match.

[9.43] A unit being forced marched may not enter a Breakthrough Zone hex.

[9.5] EFFECTS OF ENGAGEMENT ON MOVEMENT

[9.51] A unit which begins a Friendly Movement and Combat Phase Half Engaged has its Movement Allowance halved.

[9.52] A unit which begins a Friendly Movement and Combat Phase Engaged has its Movement Allowance reduced to zero.

[9.53] Engagement markers are removed during the Housekeeping Phase (at the end of the Player-Turn).

[9.54] See Case 11.54 for conditions which create Engagement or Half Engagement.

[9.6] RESTING UNITS

Units which Rest during a Movement and Combat Phase may not expend Movement Points, nor may they be Half Engaged or Engaged. HQ units may not apply their Staff Points to any Mode changes during the Player-Turn in which they are resting, but they may use their CSP's in the Player-Turn.

[9.61] A unit which is resting in a Movement and Combat Phase immediately reduces its level of Fatigue by two. If the unit is reduced below F1 (Fatigue level one), Fatigue is removed completely.

[9.62] Resting units do not count for adjacency in Combat (see Case 11.24).

[9.7] TERRAIN AND MOVEMENT EFFECTS CHART
(see charts and tables)

[9.8] MOVEMENT ALLOWANCE EFFECTS SUMMARY
(see charts and tables)

[10.0] ZONES OF CONTROL

COMMENTARY:

As with most games that use Zone of Control, the purpose is to assist in recreating the simultaneity of operations in a sequential movement game. In *NATO Division Commander* the Zones of Control represent the presence of parts of the controlling units as well as the long range effects of the units weapons. Save for a small number of exceptions, the Zones of Control are rigid; that is, it is not easy to get out of them except through the effects of combat.

GENERAL RULE:

The six hexes surrounding any unit (except HQ units in March Order) constitute that unit's Zone of Control. Hexes on which a unit exerts a Zone of Control are called *controlled hexes*. Unlike other SPI games, the Zone of Control of a unit is not constant. HQ units in March Order Mode have no Zone of Control. During a Movement and Combat Phase, the Phasing Player's units do not have a Zone of Control unless they are designated as Active by the Player. Since several rules rely on using Zones of Control to block lines of communication, (**Example:** see Case 11.8) the Player should wait until the Phasing Player has a chance to designate his Active units before judging such things. The Zones of Control of Friendly units have no effect on a Player's own units.

CASES:

[10.1] EFFECTS OF ZONES OF CONTROL ON MOVEMENT AND PATHS OF HEXES

[10.11] A unit which begins its Movement and Combat Phase in an Enemy controlled hex may not move out of the hex in that Phase, except when the unit is in Relief/Infiltration Mode (see Case 10.3). Otherwise, no movement may occur for a unit which, at the beginning of its Movement Phase, is in an enemy ZOC.

[10.12] A unit which moves into an Enemy controlled hex as part of movement may move one hex from an Enemy controlled hex to another Enemy controlled hex at the cost of ten additional Movement Points.

[10.13] Once a unit has been moved into an Enemy controlled hex it may not be moved into an uncontrolled hex (unless the unit is in Relief/Infiltration Mode).

[10.14] If a unit has moved one hex through Enemy Zones of Control it may attack assuming it has sufficient Movement Points to do so, but may not continue moving. In this way, a unit could be moved into a controlled hex, be moved one more controlled hex, then attack and, as a result of the Advance after Combat, be out of Enemy Zones of Control. It could then continue moving on and repeat the procedure all over again.

[10.15] Friendly units do not negate Enemy Zones of Control for tracing paths of hexes (for Transferring CSP's, Case 6.12, or Supply, Section 15.0).

[10.2] ACTIVE UNITS

At the beginning of each Movement and Combat Phase, the Phasing Player must select which of his units will be Active in that Phase, and an Active marker is placed on each. During the Movement and Combat Phase, the only units of the Phasing Player which possess a Zone of Control are the Active units plus the unit currently being moved.

[10.21] A unit which is Active may not rest or expend Movement Points for the entire Movement and Combat Phase. In other words, an active unit may do nothing during the Phasing Player's Movement and Combat Phase except exert its Zone of Control.

[10.22] Active markers are removed during the Housekeeping Phase of each Player-Turn.

[10.3] UNITS IN RELIEF/INFILTRATION MODE AND ZONES OF CONTROL

A unit in Relief/Infiltration Mode may enter and leave as many Enemy controlled hexes as it can within its Movement Allowance at no additional Movement Point cost as long as the unit is not moved directly from one Enemy controlled hex to another. Such a unit could be moved from one Enemy controlled hex to another using the procedure outlined in Case 10.12.

[10.4] RELIEF

Relief occurs between two Friendly units at the owning Player's discretion during any Friendly Movement and Combat Phase. One of these two units, the relieving unit, must be in Relief/Infiltration Mode and may not be in an Enemy controlled hex. The other unit, the relieved unit, must be in an Enemy controlled hex. In addition, the two units must be adjacent to each other.

[10.41] Any number of reliefs may take place during a single Movement and Combat Phase.

[10.42] Neither the relieving nor relieved unit may have expended any Movement Points in the current Movement and Combat Phase prior to performing the relief. The relieving and relieved units switch positions (hexes) at the instant of relief.

[10.43] No Movement Points are expended in a relief operation and the unit being relieved may move normally after the relief. The relieving unit must, however, do nothing further in that Movement and Combat Phase.

[10.44] HQ units and units in Double Zone or Triple Zone Mode may not be involved in a relief.

[11.0] COMBAT

COMMENTARY:

Combat in *NATO Division Commander* is a function of movement, which is as it should be. The unit can either move or fight. The intensity of the combat will have a direct bearing on the duration of the combat, and the duration of the combat has

a direct effect on how much time will be left, if any, for the unit to move in a particular turn. The Combat Results Table is a device for assessing losses on the attacker and/or the defender. The greater the ratio in favor of the attacker, the fewer casualties the attacker will take and the more casualties the defender will take. At the high end of the scale is an overrun result which allows the attacker to put an even greater amount of damage on the defender while using fewer Movement Points. At the low end of the scale there is an Attack Abort Probability, which allows the defender to stop the attacker cold in his tracks. Various elements, in addition to the sheer disparity in combat force between the attacker and defender, will move the resolution of the attack back and forth across the Combat Results Table.

The game shows that there are far more important elements than sheer combat power in determining what sort of attrition a combat will have on the attacker and defender. Going through the combat procedure, Players first encounter the basic difference in Combat Strengths of the attacking and defending units, then there is terrain, and T/O Level, which is the effect of casualty losses modifing the combat strength of both units. The mode that both units are in can have a tremendous effect, often a decisive effect, on the outcome of the battle. The adjacency for both the attacker and defender is primarily a matter of stretching the defender far enough to have an effect on the combat. There is Command Control which can again be catastrophic; and fatigue, another critical element, and surprise, which any student of military history will recognize to be extremely important though rarely covered in games. Combats in ***NATO Division Commander*** are involved but they are complete.

GENERAL RULES:

The Phasing Player's units engage in combat with adjacent Enemy units during the Friendly Movement and Combat Phase by expending Movement Points. The Phasing Player is the attacker, and the non-Phasing Player is the defender, regardless of the overall strategic situation. Only one Friendly and one Enemy unit may participate in combat at any time. Combat is resolved on the basis of the differential between the strengths of the opposing units, modified by a variety of other factors. Results are expressed as reductions in T/O level. Extremely high differentials may result in an Overrun. Extremely low differentials may result in an Attack Abort. Defending units become either Engaged or Half Engaged as a result of combat. When the hex occupied by the defending unit is vacated as a result of combat, a Breakthrough marker is placed in that hex. The owning Player may attempt to retreat his unit to reduce its T/O loss as a result of combat.

PROCEDURE:

The *initial combat differential* is found by subtracting the Defensive Strength of the defending unit from the Attack Strength of the attacking unit. The differential is modified by each of the following factors to produce the *final combat differential*. Each of these factors is cumulative and is expressed as a *shift* of the differential. A shift is either an addition to or subtraction from the Combat Differential. Players should use the Combat Differential Track to keep a record of the changes to the differential as the factors are included:

A. Surprise: The difference between the attacking and defending unit's Intelligence Level (see Case 11.28).

B. Terrain: The terrain in the hex occupied by the defending unit, or on the hexside the attacking unit is attacking through, may cause the combat differential to be shifted in favor of the defender. (Case 11.21).

C. T/O: The Players now modify the combat differential for T/O Levels (Case 11.22).

D. Mode: The Players should modify the Combat Differential on the basis of the Mode Combat Shift Matrix (Case 11.23; see also 7.6).

E. Adjacency: The Players should modify the Combat Differential for adjacent units (Case 11.24).

F. Command Control: The Combat Differential should be modified by the effects of being Out of Command Control, if applicable (Case 11.25).

G. Unprepared Attack: A Player may choose to expend fewer Movement Points than normal to have Combat (Case 11.12).

H. Fatigue: The Combat Differential should be modified by the effects of Fatigue (see Case 11.26).

I. Combat Support: Players should apply the effect of Combat Support (as it was found in the Support Shift Results Table, 8.7), to the Combat Differential (Section 8.0).

J. Weather: Weather conditions during the Game-Turn may affect the Combat Differential (see Case 14.2).

K. Chemical Warfare: (Optional) Players should modify the Combat Differential to reflect the impact of Chemical Warfare (see Section 16.0).

L. Electronic Warfare: (Optional) Players should modify the Combat Differential to reflect the impact of Electronic Warfare (see Section 17.0).

M. Division Commander: (Optional) The Players should modify the Combat Differential for the command influence of the Division Commander (see Section 19.0).

N. Subordinate Commanders: (Optional) The Players should modify the Combat Differential for the command influence of Subordinate and Battalion Leadership (see Section 20.0).

O. Neutron Warhead: (Optional) If the defending Player chooses to use a Neutron Warhead, the Combat Differential is adjusted. See Case 18.3.

P. Ammunition Depletion: See Case 11.8.

If the Final Combat Differential is −5 or less, the attacking Player must check for the possibility of attack abort. If the final combat differential is +7 or more, the attacking Player must check for the possibility of overrun. If neither attack abort nor overrun occur (or if the Final Combat Differential is between −4 and +6), the attacking Player then rolls one die on the Basic Combat Results Table (11.93), cross-indexing the line indicated by the result of the die roll and the column indicated by the final combat differential. If the final combat differential is less than −4, treat it as −4. If the final combat differential is greater than +6, treat it as +6. The result in the Basic Combat Results Table is a code letter and number which indicates a column of the Modified Combat Results Table. The attacker rolls one die again, using the result of this roll to indicate a line on the Modified Combat Results Table (11.94) and cross-indexing it with the column indicated by the result of the Basic Combat Results Table to obtain the final combat result. Note that some combat results affect both attacking and defending units. The results are applied immediately, to the defending unit first if both are affected.

CASES:

[11.1] MOVEMENT POINT COSTS AND CONDITIONS OF COMBAT

[11.11] The Phasing Player, only, may conduct attacks with his own units during the Friendly Movement and Combat Phase. Each attacking unit must expend 10 Movement Points to attack a unit for the first time in a given Movement and Combat Phase. Additional attacks by an attacking unit against the same defending unit are made by expending 5 additional Movement Points. **(Exception:** See Case 11.43).

[11.12] The Phasing Player may choose to expend only 5 Movement Points by an attacking unit in the initial attack against a defending unit. This is called an *unprepared attack*. Any unprepared attack will have a −2 Shift applied to the Combat Differential used to resolve the attack. Only the initial attack by one unit against another may be an unprepared attack.

[11.13] All attacks on HQ units may be made by expending only 2 Movement Points.

[11.14] Attacking is completely voluntary. Units are never compelled to attack. Units may attack the same or different units more than once, up to the limit of their Movement Allowance.

[11.15] Attacking units which retreat by option or force as a result of combat cannot expend any more Movement Points (may not be moved further in that Movement and Combat Phase and may not attack any more).

[11.16] Only one attacking unit and one defending unit may participate in any combat, regardless of the presence of adjacent units. Units adjacent to units in combat only provide a shift to the combat differential, but are never affected by the result of a combat.

[11.2] EFFECTS OF TERRAIN, T/O, MODE, ADJACENCY, COMMAND CONTROL, FATIGUE AND SURPRISE ON COMBAT

[11.21] Terrain Effects
The terrain in the hex occupied by the defending unit in a combat, and/or the hexside through which the attacking unit is attacking may have an effect on the combat differential. The effect of each type of terrain on the combat differential is listed in the Terrain and Movement Effects Chart (9.7).

[11.22] T/O Effects
A shift equal to the result of subtracting the defender's T/O Level from the attacker's T/O Level is applied to the Combat Differential.

[11.23] Mode Effects
The modes of the units involved in a combat have an effect on the combat differential. The attack shift of the mode of the attacking unit (found on the Mode marker) and the defense shift of the mode of the defending unit (also on the Mode marker) are both applied to the Combat Differential. The Mode Combat Shift Matrix (7.6) provides the net shift difference between attacker and defender.

[11.24] Adjacency Effects
The combat differential is modified by the presence of units adjacent to the units involved in the combat. The combat differential is modified by a +2 Shift for each combat unit of the attacker adjacent to the defending unit, other than the attacking unit itself. The combat differential is modified by a −1 Shift for each combat unit belonging to and adjacent to the defender, other than the defending unit itself. Resting units, headquarters and units in Double Zone or Triple Zone mode have no effect on the combat differential because of adjacency. Defender adjacent units do not have to be adjacent to the attacker or attacker adjacent units to obtain the adjacency shift.

[11.25] Command Control Effects
If the attacking unit in a combat is out of command control, the combat differential must be modified by a −8 shift. If the defending unit is out of command control the combat differential is modified by a +4 shift. If both the attacking and

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defending units are out of command control, the net shift is −4 to the attacker.

[11.26] Fatigue Effects
The fatigue status of the units participating in a combat will shift the combat differential.

[11.27] Fatigue Combat Effects Chart
(see charts and tables)

[11.28] Surprise Effects
There is an additional shift usually in favor of the attacker as a result of the element of surprise. Surprise is measured by the difference between the attacker's and defender's current Intelligence Levels. See the Surprise Shift Chart (Case 11.29) for exact shift.

[11.29] Surprise Shift Chart
(see charts and tables)

[11.3] ATTACK ABORT

If the final combat differential is −5 or less, the attacking Player must refer to the Attack Abort Table (11.91) and roll the die on the appropriate differential column.

If an attack abort result occurs, the defending unit is unaffected. The attacking unit is immediately retreated (using Retreat Rules in 11.6) one hex and has its T/O Level reduced by two. A unit which suffers attack abort must stop and expend no more Movement Points in that Phase.

[11.4] OVERRUN

If the final combat differential is +7 or greater, the attacking Player must refer to the Overrun Table (11.92). The Attacker rolls one die, cross-indexing the row corresponding to the number rolled with the column corresponding to the Final Combat Differential to find the result. If the Final Combat Differential is greater than +12, use the +12 column of the Overrun Table.

[11.41] If there is no overrun called for on the Overrun Table, the Attacker must return to the normal combat resolution procedure.

[11.42] If there is an overrun, the defending unit is immediately retreated one hex and its T/O is reduced by two. The attacking unit may immediately advance into the vacated hex (see Case 11.65). After an overrun result occurs, the attacking unit and the defending unit involved in the overrun gain a special overrun status for the remainder of the movement of the attacking unit.

[11.43] When the attacker has gained an overrun result against the defender, the attacking unit may ignore the Zone of Control of the defending unit. The attacking unit may also make additional attacks against the defending unit by expending only 2 Movement Points to do so (this is an exception to Case 11.11). This applies only to the attacking unit which made the overrun in the first place, and then may be applied only to the defending unit which was overrun.

[11.44] If the defending unit is prevented from retreating due to the presence of other units, impassable terrain, and/or Enemy Zones of Control, the defending unit takes an additional reduction of two to its T/O Level. If the defending unit could not retreat because it has a zero Movement Allowance, there is no such T/O loss (Prepared Defense only).

[11.5] EXPLANATION OF COMBAT RESULTS

If the Final Combat Differential is between −4 and +6, roll the die on the appropriate column of the Basic Combat Results Table (11.93). The combat result indicates the maximum number of T/O Levels the affected unit is to be reduced. Each Player has the option, when suffering a combat result, of attempting to retreat the affected unit one hex.

[11.51] When a unit is retreated as a result of final combat results, the number of T/O Levels the retreating unit is reduced by is lowered by one. Thus if the result was a 1, the retreat would reduce that to no T/O Levels reduced, while a 2 result would, if the unit is retreated, incur only one T/O Level reduced. Note that the retreat resulting from an attack abort or overrun is in addition to the number of T/O Levels the unit is reduced by.

[11.52] All Combat units at full strength have a T/O Level of six. All HQ units have a T/O Level of zero. The Scenario may instruct the Players to set the T/O Level to other than six. The T/O Level may be reduced to zero. If the T/O Level is reduced below zero for any unit, that unit is eliminated from play.

[11.53] If as a result of combat the defending unit is retreated or eliminated, a Breakthrough marker is placed in the hex formerly occupied by the defending unit. Breakthrough markers define a Breakthrough Zone which has an effect on movement for the remainder of the Player-Turn (Case 9.3). Breakthrough markers are removed during the Housekeeping Phase of each Player Turn.

[11.54] After the resolution of a combat, if the defending unit did not suffer a retreat or T/O loss a Half Engaged marker is placed on the unit. If the defending unit suffered a retreat or T/O loss, an Engaged marker is placed on the unit.

[11.55] If a unit in Double or Triple Zone Mode is eliminated, Breakthrough markers are placed in each hex occupied by the detachment units, as well as by the core unit.

[11.56] After any combat in which the attacking unit or the defending unit is located in a city hex, a Rubble marker is placed in the city hex. If the hex already contains a Rubble marker, a second need not be placed in the hex. Combat in the fortress of Ziegenhain does not create rubble.

[11.6] RETREAT AND ADVANCE AFTER COMBAT

Under certain circumstances, units may be retreated as a result of combat, attack abort, or overrun. Retreats as a result of combat are always voluntary, at the option of the owning Player. Whether the unit may actually be retreated depends on the T/O Level of the unit. A unit may never be retreated more than one hex per combat result.

Procedure:

If a Player wishes to retreat a unit to avoid a T/O loss, he must roll one die. He then subtracts one from the number rolled for each friendly unit which is adjacent to the opposing unit involved in the combat. If the modified number is greater than or equal to the T/O Level of the unit (before removing any T/O losses as a result of the Combat), the unit may not retreat and must accept all combat results as losses to T/O Level. If a one is rolled, the unit may always retreat regardless of its current T/O Level. If a six is rolled, the unit may not retreat regardless of its current T/O Level.

[11.61] Units in Double or Triple Zone Mode do not affect the die roll in the preceding Procedure.

[11.62] When performing a retreat, the owning Player moves the unit being retreated one hex. He may freely choose which adjacent hex to move the unit to, within the following restrictions. A unit may never be retreated into any hex already occupied by another unit. A unit may never be retreated into an Enemy Zone of Control. A unit, also, may not be retreated into a hex or across a hexside, which it is prohibited from entering (or crossing). See the Terrain and Movement Effects Chart (9.7).

[11.63] HQ units may never retreat as a result of combat.

[11.64] A unit in Position Defense mode which obtains a retreat result is changed to Hasty Defense mode immediately upon retreating. A unit in either Hasty Defense or Reserve mode which is retreated is changed to Tactical Movement mode after retreat. These changes do not cause fatigue and do not require the expenditure of Staff Points.

[11.65] If as a result of combat (either by a unit being retreated or eliminated) the hex occupied by the defending unit becomes vacant, the attacking unit may move into the hex immediately. This is termed an advance after combat. The unit which advances into the hex does not expend any Movement Points to do so. The attacking Player must exercise this option immediately or cease expenditure of Movement Points for the unit for that Movement and Combat Phase.

[11.66] If an attacking unit retreats as a result of combat, the unit may not be moved further in that Movement and Combat Phase.

[11.7] DETACHMENT AND HEADQUARTERS COMBAT

[11.71] The detachment units employed by Combat units in Double and Triple Zone Mode represent the extension of the core unit rather than the creation of several new units. Each detachment, when involved in combat, attacks or defends with the T/O Level of the core unit. Losses in T/O Level sustained by detachments are subtracted from the core unit T/O Level.

[11.72] Detachment units may never retreat as a result of combat beyond two hexes for Double Zone, or three hexes for Triple Zone mode, from the core unit. If the only available hexes which would otherwise be legal to retreat into are beyond those distances from the core unit, then the detachment units must take T/O losses; they may not retreat.

[11.73] HQ units may not attack. HQ units have a Defensive Combat Strength of one and a T/O Level of zero. HQ units may never retreat as a result of combat, except overrun. When attacking HQ units, an attacking unit only expends two Movement Points to attack.

[11.74] Whenever an HQ unit suffers a combat result (except for Counter-Battery Fire), the number of the result is doubled (i.e., 1 becomes 2 and 2 becomes 4). See Case 6.8 for how losses are extracted from HQ units.

[11.75] Overrun results against HQ units do not further double the losses because the HQ cannot retreat (because of the presence of other units, impassible terrain, and/or Enemy Zones of Control). If an HQ unit is overrun its losses are still only double that printed on the Combat Results Table.

[11.8] AMMUNITION DEPLETION

At the end of each Player-Turn in which a unit has participated in combat (as either attacker or defender) and in which the unit cannot trace a line of hexes free of Enemy units and Zones of Control to its HQ, the unit has a possibility of depleting its ammunition (**Note:** Players may wish to mark these units with a blank counter). Whenever a unit has a possibility of depleting its ammunition, the owning Player rolls one die, and if a six results, the unit is considered ammunition depleted. The owning player immediately places an Ammunition Depleted marker on the unit.

[11.81] Units which have Ammunition Depleted markers may not attack under any circumstances.

When defending, units which have Ammunition Depleted markers suffer a +3 Combat Shift.

[11.82] The Ammunition Depleted marker is removed from a unit at the instant the unit is able to trace a line of hexes free of Enemy units and Zones of Control to the unit's HQ.

[11.9] COMBAT RESULTS TABLES AND COMBAT EFFECTS SUMMARY

[11.91] Attack Abort Table
(see charts and tables)

[11.92] Overrun Table
(see charts and tables)

[11.93] Basic Combat Results Table
(see charts and tables)

[11.94] Modified Combat Results Table
(see charts and tables)

[11.95] Combat Differential Effects Summary
(see charts and tables)

[12.0] FATIGUE

COMMENTARY:

Fatigue, in *NATO Division Commander*, is nothing more than the troops falling asleep at the wheel as they go through extended periods of operations without getting any rest. Often overlooked in games, it is an extremely critical element, especially at this level of operations. The Fatigue element is made more critical because of the anticipated nature of the combat in Europe in the future. The Soviets make no secret of their desire to keep combat operations going 24 hours a day. If they attempt to do this, NATO must attempt to match them. You will get a good idea of some of the likely results when using the Fatigue rule.

GENERAL RULE:

Whenever a Player attempts to change the mode of a unit, or whenever he moves a unit, the unit must suffer the accumulated effects of fatigue. The degree of fatigue suffered depends on the current Fatigue Level of the unit as well as the action performed which is causing the fatigue. The Fatigue Level of a unit may be reduced by resting the unit during a Friendly Movement and Combat Phase.

PROCEDURE:

Whenever a unit must be checked for the effects of fatigue, the owning Player should refer to the fatigue procedure. If the unit is being checked for fatigue as a result of an attempted mode change or a movement, then the unit's current Fatigue Level has an effect on the further accumulation of fatigue. If the unit is being checked for fatigue as a result of forced march movement, then only the Forced March Level affects the impact of fatigue.

The Player must always use the Fatigue Table (12.4) in checking for the effects of fatigue when the unit has achieved a Fatigue Level (0-3). He rolls one die. The row of the Fatigue Table corresponding to the number rolled is crossed-indexed with the column of the Table indicated by the type of action causing the fatigue (and for movement and mode changing the current unit Fatigue Level). The result is found in the intersection of row and column on the table. Any effects are applied immediately. Unfatigued units always go to Fatigue Level "0" (by flipping the combat unit counter over) after they expend Movement Points in a turn.

CASES:

[12.1] RECORDING FATIGUE STATUS

Fatigue markers are provided to record the Fatigue Level of units. Note that "FO" Fatigue markers are provided only for HQ units. Combat units are flipped over to signify that they are in Fatigue Level Zero. As a unit's Fatigue Level changes, the appropriate Fatigue marker should be placed on the unit (or the unit should be flipped over if it is a Combat unit changing to Fatigue Level Zero). All of the relevant effects of a Fatigue Level take effect when the corresponding Fatigue marker is placed on the unit.

[12.2] EFFECTS OF FATIGUE

The effects of Fatigue vary with the Fatigue Level. Fatigue Level Zero has no effect on a unit except for the further accumulation of fatigue. Fatigue Levels 1 through 3 have an effect on the Combat Differential for any unit involved in Combat and currently at those Fatigue Levels (see Case 11.26).

[12.21] All units in Fatigue Level 3 have their Movement Allowances halved, fractions rounded down and, during the Friendly Mode Change Phase, may only make one mode change attempt.

[12.22] In addition to Case 12.21, HQ units in Fatigue Level 3 have their Staff Point Allowance halved, fractions rounded down, and all CSP's attached to the HQ are halved in effectiveness (round fractions down). CSP's are not affected by Fatigue until Level 3. Staff Point Allowances are not affected by Fatigue until Level 3.

[12.3] CHECKING FOR ACCUMULATED FATIGUE AND APPLYING RESULTS

Units being checked for fatigue as a result of a mode change attempt or movement (*not* forced march), must use the Fatigue Table only if the unit currently is in some Fatigue Level (zero through three); otherwise, the unit is merely placed in Fatigue Level Zero and no further fatigue results from the action. Units using forced march must always use the Fatigue Table.

[12.31] The results from the Fatigue Table are expressed as additions to the current Fatigue Level of the unit. If the Fatigue Table is used and the unit being checked has no current fatigue (this could only happen if the unit were using forced march), then any results are applied as if the unit were in Fatigue Level Zero.

[12.32] If as a result of checking for the effects of fatigue, the additional result from the Fatigue Table would increase the Fatigue Level over 3, then the Fatigue Level is set at 3 and any difference between the result and three is deducted as a T/O loss to the unit. If the number of T/O Points lost are greater than the T/O Level of the unit, the unit is eliminated and no further effects are applied.

[12.4] FATIGUE TABLE
(see charts and tables)

[12.5] FATIGUE NET EFFECTS CHART
(see charts and tables)

[13.0] UNIT BREAKDOWN AND RECOMBINATION

COMMENTARY:

At one point we were going to make it possible for all maneuver units to breakdown into companies. As it turned out, using the current *NATO Division Commander* system, this did not bestow any advantage on either side. The smaller units were easily chopped up and tossed aside thus making it unpopular to break down anything but the reconnaissance units. It would be possible, however, for Players to use the breakdown of non-reconnaissance units simply by following the model established by the cavalry units, and making your own counters.

GENERAL RULE:

U.S. armored cavalry squadrons are capable of breaking down into four troops. Soviet reconnaissance battalions are capable of breaking down into three companies. In some scenarios, these units may be deployed or required to enter already broken down.

PROCEDURE:

Unit breakdown or recombination occurs at the end of each Player's Turn during the Housekeeping Phase. Only the Phasing Player may break down his own units. There is no cost in Staff Points or Movement Points to break down or recombine. Units breaking down or recombining must be in either Administrative Movement (AM) or Tactical Movement (TM) Mode.

Breakdown: Upon a unit's breaking down, the original unit is removed, one of the new lower echelon units is placed in the hex occupied by the original unit, and the additional new units are placed in hexes adjacent to the original unit's hex at the discretion of the owning Player. New units produced by breaking down a higher echelon unit may not be placed in a hex with another unit. If there are not enough unoccupied hexes adjacent to the original unit to place all the lower echelon units, the unit may not break down.

Recombination: All units to be recombined must be adjacent to an unoccupied hex (that all are next to). All units created when the higher echelon unit was broken down, which have not been eliminated, must be recombined at one time. The owning Player selects one hex, occupied by a recombining unit, to place the higher echelon unit in. At the same time all lower echelon units being recombined are removed from the map.

CASES:

[13.1] T/O AND FATIGUE LEVELS OF LOWER ECHELON UNITS

When breaking down, the T/O Level and Fatigue Level of all new units are set at the same as the T/O Level and Fatigue Level of the original unit.

[13.2] T/O AND FATIGUE LEVELS OF HIGHER ECHELON UNITS

When recombining, the T/O Level of the higher echelon unit is set equal to the sum of all the T/O Levels of the units being recombined divided by the original number of units broken down to (fractions rounded down). The Fatigue Level of the recombined unit is set equal to the highest Fatigue Level of any of the units being recombined.

[14.0] WEATHER AND NIGHT

COMMENTARY:

Bad weather, strangely enough, seems to favor the attacker over the defender. This is contrary to much World War II experience where it was observed that the disorientation forced upon the attacker as he moved to the attack in bad weather far outweighed any advantage he might gain. Most armies have made considerable strides in terms of training, doctrine, and equipment for fighting at night and in bad weather. In addition, the defense is much more dependent on the use of long-range anti-tank weapons than it was in World War II. All this conspires (we estimate) to make night and bad weather the attacker's friend.

PROCEDURE:

At the beginning of each Morning Game-Turn, one Player rolls two dice, cross-indexing the result with the season of the year on the Fog Determination Table (14.4) to find the fog result for that morning Game-Turn. At the beginning of any Game-Turn in which there is no Fog, or in the fall season even if there is fog, one of the Players rolls two dice and cross-indexes the result with the season of the year on the Precipitation Determination Table (14.5) to find the Precipitation Result. All weather lasts only one Game-Turn and Players must roll for weather at the beginning of each Game-Turn, regardless of whether there were any weather effects in the previous Game-Turn.

CASES:

[14.1] MOVEMENT EFFECTS OF WEATHER AND NIGHT

All movement effects are expressed as increases to the cost to enter or cross terrain while the given weather is in effect. All Movement Point cost effects of weather and night are cumulative; that is, if there is precipitation during a night Game-Turn during the summer, then all off-road Movement Point costs would be doubled, except for units in Tactical Movement, Administrative Movement, or March Order modes which would expend four times the Movement Point costs for offroad Movement.

[14.11] Movement Effects of Night
The Movement Point cost of terrain for combat units deployed in Tactical Movement or Administrative Movement mode and HQ units deployed in March Order mode are *doubled* during night Game-Turns.

[14.12] Movement Effects of Fog
The Movement Point cost of terrain for all units is *doubled* during Game-Turns in which there is fog.

[14.13] Movement Effects of Precipitation
The Movement Point cost of non-road terrain for all units is *doubled* during Game-Turns of spring, summer or fall in which there is precipitation. The Movement Point cost of all terrain for all units is *doubled* during any winter Game-Turn in which there is precipitation.

[14.2] COMBAT EFFECTS OF WEATHER AND NIGHT

In any night or fog Game-Turn the following adjustments are made to all combats (shifts on the combat differential:

Night	+1
Fog	+1
Rain	+2

The effects are cumulative. These effects favor the attacker because the defender's long range weapons lose much of their advantage.

[14.3] EFFECTS OF WEATHER AND NIGHT ON AIR CSP's

During any Game-Turn in which there is night, fog or precipitation, both Players must designate a portion of their air CSP's as grounded. Grounded CSP's may not be used during the Game-Turn in which they are grounded. Players designate the grounded CSP's during the Weather Determination Phase just after weather has been determined for the Game-Turn.

[14.31] Effects on U.S. Air CSP's
The U.S. Player must designate at least 50% of all his air CSP's as grounded, at his choice, during Game-Turns in which he must ground air CSP's.

[14.32] Effects on Soviet Air CSP's
The Soviet Player must designate at least 80% of his air CSP's as grounded, at his choice, during Game-Turns in which he must ground air CSP's.

[14.33] Grounded Air CSP's and Transfer (Soviets only)
Grounded Soviet Air CSP's may not be transferred from the HQ to which they are assigned in a Game-Turn in which they are grounded.

[14.4] FOG DETERMINATION TABLE
(see charts and tables)

[14.5] PRECIPITATION DETERMINATION TABLE
(see charts and tables)

[15.0] AMMUNITION SUPPLY (Optional Rule)

COMMENTARY:

Strategically the war in Europe may be one of ammunition shortages. For individual operations such as those covered in *NATO Division Commander,* the biggest problem is just moving the stuff around and putting it where it is most needed. Given the fact that NATO is operating in it's own territory and closer to its supply of ammunition, resupply is less of a problem. The Soviets are in a more precarious position since they are advancing and carrying everything they need with them. Still the problem is just moving the stuff around. It's also more paper work to keep track of, and nobody likes logistics primarily for that reason. This is why it is an optional rule.

GENERAL RULE:

The number of counter-battery fire, interdiction, barrage and final protective fire missions in which field artillery and air CSP's may be used during the game is limited by the number of Ammunition Points available. For each air or field artillery CSP which is used in a counter-battery fire, interdiction, barrage or final protective fire mission, one Ammunition Point must be removed from the Ammunition Points Available to the HQ to which the CSP is attached. If the Ammunition Points Available to the HQ are zero, then none of that HQ's air or field artillery CSP's could be used in the above listed missions. Ammunition Points may be transferred during the Asset Transfer Phase just as CSP's are transferred, except that only a limited number of Ammunition Points may be transferred in any Asset Transfer Phase. Ammunition may be resupplied for the U.S. Player by using the DISCOM divisional HQ unit, unless that unit has been eliminated from play. The position of Enemy units and Zones of Control may inhibit the transfer of Ammunition Points between two HQ units.

PROCEDURE:

During the Asset Transfer Phase of each Player-Turn, the Phasing Player may transfer Ammunition Points from one HQ to any other HQ in the same division. To perform the transfer, simply reduce the number of Ammunition Points available to one HQ and increase the Ammunition Points Available to the other HQ by the same amount.

CASES:

[15.1] TRANSFER OF AMMUNITION POINTS

Whenever a field artillery or air CSP is transferred from one HQ unit to another, one Ammunition Point is transferred with the CSP. However, if the HQ the CSP is being transferred from has no Ammunition Points, then no Ammunition Point is transferred with the CSP. Additional Ammunition Points may be transferred from one HQ to another, but the number of Ammunition Points being transferred in one division is limited.

[15.11] No more than 10 Ammunition Points, other than Points being transferred with CSP's, may be transferred within each Soviet division in any one Asset Transfer Phase.

[15.12] No more than 20 Ammunition Points, other than points being transferred with CSP's, may be transferred within each U.S. division in any one Asset Transfer Phase.

[15.13] To be transferred, a line of hexes which are passable to the movement of combat units and which are free of Enemy units and Zones of Control must exist between the two HQ units involved in the transfer of Ammunition Points.

[15.2] RESUPPLY OF AMMUNITION POINTS

The DISCOM HQ automatically replaces any Ammunition Points transferred out of it. Thus, whenever an Ammunition Point is transferred out of DISCOM, for any division, the Ammunition Points available to DISCOM is *not* reduced. If the DISCOM HQ unit of a division is eliminated, regardless of whether it is subsequently reconstructed, that division loses its resupply capability for the remainder of the game.

[16.0] CHEMICAL WARFARE (Optional Rule)

COMMENTARY:

Chemical warfare may be the most potentially decisive element in a future war in Europe. The Soviets have trained hard and extensively with the use of chemical weapons both offensively and defensively. Most NATO armies are starting to catch up. Chemicals are basically rather humane weapons. They cause far fewer fatal casualties than any other type of weapon, but because of their nature, much of their effect is psychological. You can not hide from chemical weapons. The defensive measures, such as masks and special clothing, tend to make life uncomfortable. Indeed, it is recognized that one of the biggest effects of gas warfare will be to slow down the tempo of operations. Gas is a very indiscriminate weapon and, based on World War I experience, it is expected that even the attacking force going through its own gas areas may suffer as high as 10 per cent casualties if they do not exercise extreme caution. This caution usually translates into slower speed. Because the psychological factor is so unknown, we have included the provision for catastrophic effects of gas. Again this is one element that can turn the entire operation around. It won't be the first time that gas warfare has done just that.

GENERAL RULE:

Players may designate any counter-battery fire, interdiction, barrage or final protective fire mission performed by field artillery or air CSP's as a mission delivering gas. Either persistent or non-persistent gas may be delivered in such a mission, except for interdiction missions which may only deliver persistent gas.

The U.S. Player may not use gas until the Soviet Player has used gas in some mission. In addition, only the Soviets have stockpiles of persistent gas, so only the Soviet Player may use persistent gas in any mission. Using gas in a barrage or final protective fire mission has the affect of shifting the combat differential in the favor of the Player using gas. Counter-battery fire missions which deliver gas are more effective than counter-battery fire which doesn't. Persistent gas delivered in an interdiction mission enhances the effects of the interdiction as well as places a persistent gas counter in the hex interdicted.

CASES:

Persistant Gas

[16.1] PERSISTENT GAS

Whenever persistent gas is delivered in any mission, two Persistent Gas markers are placed in the target hex of the mission. One marker is removed during the Housekeeping Phase of the Player-Turn (this insures that persistent gas remains at least one full turn). No more than 3 Persistent Gas markers may be placed on a hex at one time, and no more than two may be placed on a hex in one turn.

[16.11] Soviet units moving into or moving or attacking out of a hex which contains or is adjacent to a Persistent Gas marker must expend double the Movement Point costs for all such actions.

[16.12] U.S. units moving into or moving or attacking out of a hex which contains or is adjacent to a Persistent Gas marker must expend triple the Movement Point costs for all such actions.

[16.2] NON-PERSISTANT GAS DELIVERED IN BARRAGE MISSIONS

The effectiveness of gas delivered in a barrage mission is expressed as a shift of the combat differential. This shift is in addition to any shift produced by Combat Support Points. The magnitude of the shift depends on how many Game-Turns the Soviet or U.S. Player has used Chemical Warfare.

[16.21] Gas delivered by a barrage mission of the Soviet Player produces a +5 shift on the first Game-Turn that the Soviet Player uses gas in any mission. The shift is +3 on the second Game-Turn the Soviet Player uses gas in any mission, and the shift is +1 on any Game-Turn after the second.

[16.22] Gas delivered by a barrage mission of the U.S. Player produces a +2 Shift on the first Game-Turn that the U.S. Player uses gas in any mission. The shift is +1 on any subsequent Game-Turn in which gas is delivered in a barrage mission.

[16.23] Only units with an intelligence level of 3 or 4 may be targeted for a gas attack.

[16.3] GAS DELIVERED IN FINAL PROTECTIVE FIRE (FPF) MISSIONS

The effectiveness of gas delivered in an FPF Mission is expressed as a shift of the Combat Differential, in the same way that gas delivered in barrage missions affect the combat differential. This shift is in addition to any shift produced by combat support or gas delivered in any barrage. Like gas delivered in barrage missions, the magnitude of gas delivered in FPF missions depends on how many turns the Soviet or U.S. Player has used chemical warfare.

[16.31] Gas delivered by an FPF mission of the Soviet Player produces a −3 shift the first Game-Turn that the Soviet Player uses gas in any mission. The shift is −2 on the second Game-Turn the Soviet Player uses gas in any mission, and after that the shift is −1.

[16.32] Gas delivered by an FPF mission of the U.S. Player produces a −2 shift the first Game-Turn that the U.S. Player uses gas in any mission. The Shift is −1 on any subsequent Game-Turn.

[16.4] GAS DELIVERED IN COUNTER-BATTERY MISSIONS

The effectiveness of gas delivered in a counter-battery fire mission is expressed as a shift applied to the combat differential used to resolve the counter-battery fire. The magnitude of this shift depends on how many turns the Soviet or U.S. Player has used chemical warfare.

[16.41] Gas delivered by a counter-battery fire mission of the Soviet Player produces a +3 Shift the first Game-Turn that the Soviet Player uses gas in any mission. The Shift is +2 on the second Game-Turn and +1 on all turns thereafter.

[16.42] Gas delivered by a Counter-Battery Fire Mission of the U.S. Player produces a +2 shift the first Game-Turn that the U.S. Player uses gas in any Mission. The Shift is +1 on all subsequent Game-Turns.

[16.5] GAS DELIVERED IN INTERDICTION MISSIONS (Soviet Player only)

Gas delivered in an interdiction mission must be persistent gas, so that a Persistent Gas marker is placed in the interdicted hex. In addition, the Movement Point costs to enter or leave the interdicted hex is double (this supercedes 16.12) This effect is in addition to any Movement Point costs due to the interdiction (see 8.0).

[16.6] CATASTROPHIC GAS (Optional)

If the Players wish to pursue a more pessimistic chemical warfare alternative this rule may be applied. All combat differential shifts because of gas are doubled in magnitude. In addition, all effects of gas (normal or persistent) on movement are doubled.

[16.7] PREPARATION DETECTION (Optional)

Because of the care taken in the use of gas (and nuclear) weapons it is likely that preparations for their use would be noticed. To reflect this the Player who is going to use gas (or nuclear) weapons must announce preparations for their use at least three Game-Turns before they are used. This announcement is made during the Intelligence Phase of the user's Player-Turn. For example, the Soviet Player would announce in Game-Turn 2 that he will be ready to use gas on Game-Turn 5. In addition, using Players must have Intelligence Level 3 or 4 on target units. Players may, by mutual agreement allow one or both Players to start the scenario with 1, 2 or 3 Game-Turns of preparation.

[17.0] ELECTRONIC WARFARE (EW)

COMMENTARY:

Given modern armies' extensive reliance on communications to use their evermore sophisticated and mechanized weapons, electronic warfare strikes right at the Achilles Heel. Experiments conducted in peace time have shown the loss of command control through the use of electronic warfare to be quite catastrophic in terms of the affected units' ability to function.

At the present time it is problematic who will come off worse in the area of electronic warfare. Whoever does will, in effect, have severe command control problems. Players may adopt one of several alternate hypotheses regarding EW superiority:

1. The Players may indulge their own opinions as to which side is likely to do better. In this case, EW superiority is conceded to one side and the levels of each side's EW (1 to 6) are assigned by mutual agreement.

2. Electronic warfare superiority may be randomly determined, if Players wish to play what-if-we-have-it/what-if-they-have-it alternatives. Each Player rolls one die. The number in each case represents that Player's electonic warfare capability.

3. As in (2), each side rolls a die to obtain EW capability (1 to 6). Both sides employ their Level of capability against their opponent's units without regard to possession of superiority. (Depending on who you listen to, this may be the most likely outcome of EW use).

GENERAL RULE:

Electronic warfare attacks are executed either by the Player with EW superiority, or by both Players (if option 3 above was selected). EW attacks can place a unit out of command control, or may reduce the effectiveness of the unit until the end of the next Player-Turn of the target unit's owning Player.

PROCEDURE:

Electronic warfare attacks are executed during any Movement and Combat Phase just before barrage and FPF missions are allocated for a combat. At that instant, any Player with an EW superiority or capability may declare that he is making an EW attack against the Enemy unit involved in the combat being resolved. Only Enemy combat units may be attacked in this manner. HQ units are unaffected by EW attacks. One signal CSP must be allocated to each EW attack by the Player making the attack. Note that the target unit must be within 10 hexes of the HQ's using a signal CSP for EW (Case 8.13). To resolve the attack, the attacker's EW superiority or capability is modified by the battalion leadership of the attacked unit (if Section 20.0 is used) to find the EW Value of the attack. The attacker then rolls one die and the row of the Electronic Warfare Table (17.3) corresponding to the result of the roll is cross-indexed with the column corresponding to the EW Value to find the EW result. The result is applied immediately.

[17.1] COMPUTING EW VALUE

[17.11] If battalion leadership is not used, the EW Value used to resolve an EW attack is equal to the EW superiority, or capability, of the attacker.

[17.12] If battalion leadership is used (Section 20.0), the Leadership Rating of the target unit of the attack is subtracted from the EW superiority or capability of the attacker to find the EW Value of the attack. This means that if the Leadership Rating is negative then the EW Value will be higher than the EW superiority or capability (a poor battalion commander cut off from higher HQ will mess up much worse).

[17.2] EW ATTACK RESULTS

The results of an EW Attack are four fold: an effect on the Combat Differential of the combat the unit is currently participating in; an effect on the ability of the unit to use CSP's in the combat being resolved (in either a barrage or FPF mission); an effect on the Movement Allowance of the unit; and possibly placing the unit out of Command Control.

[17.21] The effect of the EW attack on the combat differential of the combat being resolved in detailed on the Electronic Warfare Table. The table lists, for each result, a shift to be applied to the combat if the attacking unit in the combat was subjected to EW as well as a shift to be applied if the defending unit was subjected to EW.

[17.22] A result of **EW2** or **EW3** will affect the ability of the unit to use CSP's in combat support. The Player controlling the affected unit must roll one die if an **EW2** or **EW3** result is obtained. If the die roll is within the range listed on the Electronic Warfare Table for the result obtained, then the unit may use CSP's in the combat; otherwise it may not.

[17.23] A result of **EW2** halves the affected unit's Movement Allowance (rounding down). If the unit is owned by the Phasing Player, then the number of Movement Points remaining to the unit are immediately halved (after removing the Move-

ment Points expended for the combat currently under way). If the unit is owned by the non-Phasing Player, then the Movement Allowance of the unit is halved (rounding down) in the next Movement and Combat Phase of the owning Player.

[17.24] A result of **EW3** places the unit effectively out of command control. This loss of command control lasts until the end of the owner's Player-Turn (if the Phasing Player owns the unit, then the end of the current Player-Turn, otherwise to the end of the next Player-Turn). If the Phasing Player owns the unit, then the Movement Allowance is immediately halved (just as in an **EW2** Result). If the Phasing Player owns the affected unit, then the shift for the **EW3** result is applied to all combats involving the unit as long as the **EW3** marker is on the unit.

[17.3] ELECTRONIC WARFARE TABLE
(see charts and tables)

[17.4] ELECTRONIC COUNTER COUNTER MEASURES (ECCM) (Optional, although both sides plan to try this)

Using a procedure identical to that used for barrage/FPF, no more than one signal CSP may be used for ECCM per division per Game-Turn. The attacker's EW Value then may be reduced by one (only) if the defending units division uses its ECCM Signal CSP.

[18.0] TACTICAL NUCLEAR WEAPONS (Optional Rule)

COMMENTARY:

Based on all the studies and experiments conducted since the introduction of nuclear weapons over thirty years ago, it is anticipated that their effect will be a combination of the anticipated effects of gas warfare (radiation and fallout) and massive artillery fire (particularly the World War I experience). These potential effects have been simulated in this rule.

GENERAL RULE:

Tactical nuclear weapons are delivered by artillery or air CSP's by means of a counter-battery fire mission. Tactical nuclear weapons appear in the game in a number of types, each of which possess different ranges of effect. The effects of a tactical nuclear weapon apply to two different areas around the hex where the weapon is delivered. These areas are the minimum Range of Effectiveness and the maximum Range of Effectiveness. The number of weapons of each type a Player may use in any game is given on the Tactical Nuclear Weapons Chart (18.5), along with the size of the minimum and maximum Ranges of Effectiveness. A unit is within the minimum Range of Effectiveness if it is the specified number of hexes or less from the target hex of the nuclear weapon (including the target hex itself). A unit is within the maximum Range of Effectiveness if it is not in the minimum Range of Effectiveness but is still within the number of hexes of the target specified by the maximum Range of Effectiveness.

PROCEDURE:

The Player who owns the CSP delivering the nuclear weapon must first choose what type of weapon he wishes to use. The Player must then conduct nuclear attacks against any units which lie within either the minimum or maximum Range of Effectiveness. Losses are removed from an affected unit immediately, before resolving the nuclear attacks against any other units. Any CSP which delivers a nuclear warhead as its counter-battery fire mission does not resolve a normal counter-battery fire against the target hex, the nuclear warhead is the total effect of the CSP.

CASES:

[18.1] LIMITATIONS ON THE USE OF NUCLEAR WEAPONS

[18.11] Neither Player may deliver more than three tactical nuclear weapons per Game-Turn.

[18.12] Optionally, the U.S. Player may not be the first Player to use Tactical Nuclear Warfare (upon agreement of both Players).

[18.13] Players may not deliver more nuclear warheads of a given type than are listed on the Nuclear Weapons Chart (18.5) during the course of the game.

[18.14] The U.S. Player may not deliver a nuclear warhead to a hex if any U.S. unit would be within the maximum or minimum Range of Effectiveness.

[18.15] The Soviet Player may not deliver a nuclear warhead to a hex if any Soviet unit would be within the minimum Range of Effectiveness of the weapon. The Soviet Player may deliver a nuclear warhead into a hex which would place a Soviet unit in the maximum Range of Effectiveness.

[18.16] Only units with an intelligence level of 3 or 4 may be targeted for a nuclear strike.

[18.17] Alternate Weapons Usage Rates (Optional)

Soviet doctrinal writings repeatedly emphasize the use of massed nuclear strikes, and in this event NATO is likely to feel less restrained itself. Case 18.11 would be altered to allow the use of three to five weapons per turn for the U.S. and five to eight for the Soviets.

[18.2] RESOLUTION OF NUCLEAR ATTACKS

[18.21] If a unit lies within the minimum Range of Effectiveness of a nuclear warhead, the nuclear attack is resolved against the unit by computing a combat differential which is equal to six minus the Intelligence Value of the mode the unit is in. Then, the combat differential is used as if the attacking Player were conducting a normal combat against the affected unit. Only the effect to the defender applies and is doubled. All losses must be taken as T/O losses (or CSP's for HQ units). The affected unit is not Engaged as a result of this attack.

[18.22] If a unit lies within the maximum Range of Effectiveness of a nuclear warhead, the nuclear attack is resolved by rolling one die. If a six is rolled, the attacked unit suffers a T/O loss of one.

[18.3] NEUTRON WARHEADS (Optional)

Neutron warheads are a form of tactical nuclear weapon which is not used in the same way as conventional tactical nuclear weapons. Instead, either Player may use an artillery or air CSP in an FPF mission to deliver a neutron warhead. This CSP does not count for any FPF benefit and is used by performing the neutron warhead delivery. The effect of delivering a neutron warhead is to shift the combat differential of the combat being resolved by – 12.

[18.31] The U.S. Player may use no more than 10 neutron warheads in any one game.

[18.32] The Soviet Player may use no more than 5 neutron warheads in any one game.

[18.33] (Optional) It may be assumed by agreement between the Players that the Soviet Player has no neutron warheads at all (the Soviets apparently have none deployed).

[18.34] When using this rule, ignore the Maximum Range of Effectiveness line of the Nuclear Weapons Chart (18.5).

[18.4] PREPARATION DETECTION (Optional)
(See 16.7).

[18.5] NUCLEAR WEAPONS CHART
(see charts and tables)

[19.0] THE DIVISION COMMANDER

COMMENTARY:

In a real-life situation the division commander will have a number of restrictions placed on him in terms of what he could accomplish. Mainly the restrictions fall into two broad areas. The first is the professional skills that the division commander would have accumulated in his career. This is reflected by the use of perception, organization, and command abilities. The second area of concern is time and energy. This is reflected by the use of Action Points and fatigue.

Perception is the net effect of the division commander's accumulated experience and his consequent ability to perceive what is actually going on. The organization ability is again the commander's experience and how it applies to getting things organized. Command ability is primarily leadership, something people are allegedly born with and, like anything else, must have developed through experience. The fatigue rule for the commander is quite realistic and this tends to be one of the key liabilities the division commander must struggle against — there's nothing worse than having a foggy brain when you can least afford it.

Players should use the division commander carefully. As in real life, there is a temptation to be everywhere and do everything. Particularly in the controller version of the game, where things are realistically murky, there is an immediate incentive to go to the scene of the action. Although this is generally a good attitude (historically, it has been a rare trait, and the "dugout commander" has been more the rule than the exception), in the game players tend to do it to excess.

Note: The abbreviations used for the various divisional headquarters on the scenario charts and elsewhere in the rules are as follows:

Soviet

FDC = First Deputy Commander; COS = Chief of Staff; DAO = Division Artillery Officer

United States

ADC1(2) = First (Second) Assistant Division Commander; COS = Chief of Staff; DAC = Division Artillery Commander; DSC = Division Support Commander.

GENERAL RULE:

The person of the division commander is represented in the game by a counter placed on the mapsheet. The division commander has three personal characteristics or abilities which enable him to exert a personal influence on the combat operations of his division: perception, organization, and command. His level of perception ability is the functional measurement of the commander's "smarts," his ability to grasp what's going on around him. His organizational ability level is the functional measurement of his ability to utilize his resources to maximize their productivity. His command ability is the functional measurement of the commander's ability to utilize personal leadership (charisma) to elicit superior performance in com-

bat from his officers and men. The qualitative level of each of these abilities can vary from one to six. Players determine the levels of personal characteristics for each of their division commanders by using the Personal Characteristics Table (19.81).

Each Game-Turn, the division commander has ten Action Points (although an option may give variable numbers of Action Points) available to perform various functions.

The Division Commander may utilize perception, organization, and command abilities as actions, but each of them may be used successfully only once in a Game Turn (**Exception:** In the Controller Game Section 22.0, perception may be repeatedly used to ask questions, regardless of success).

CASES:

[19.1] ACTION POINTS

Each Game-Turn, the division commander has ten Action Points. These Action Points are expended by any activity of the Division Commander. The Division Commander Activity Costs Table (19.82) lists the activities which expend Action Points and how many Points are expended by each. The activities are: conducting tactical and operational intelligence; moving; using perception; using organization; using command.

[19.11] (Optional) The division commander may be given a randomly assigned number of Action Points. At the beginning of the game, the Players roll one die for each of their Division Commanders and find the result for each on the Action Points Determination Table. This result is the number of Action Points the division commander has each Game-Turn.

[19.12] The number of Action Points of a division commander may be increased for one Turn at the expense of additional fatigue (see Case 19.5).

[19.13] Within the preceding Case, the division commander may not perform activities for which he does not have sufficient Action Points to expend.

[19.14] No CSP's may be assigned to an Intelligence Mission, and no Tactical Intelligence is conducted by a division in which the division commander does not expend the Action Points for such activity. In the controller game, this means that no SITREP can be received for that division commander unless Action Points are expended.

[19.2] USE OF PERCEPTION

The division commander's perception can be used to improve his division's operational intelligence functioning through enhanced sector coverage ability, or to improve SITREP (in controller game only). The use of perception in the controller game is detailed in Case 22.5. Each Game-Turn that operational intelligence is conducted by a division, that division's commander may attempt to increase his division's sector coverage ability. To do this, the controlling Player uses the division commander's perception level with the Personal Success Table (19.83). If a "C" result is achieved, the sector coverage ability of the Division is increased by an amount equal to the perception level of the division commander.

[19.21] If an attempt to achieve a "C" result fails, then the Player may try again, expending an additional two Action Points for each attempt. Once a "C" result is achieved, however, the Player may not try again in that Game-Turn.

[19.22] Regardless of the result on the Personal Success Table, at least one signal or air CSP must be assigned to sector coverage for the division in any Game-Turn in which perception is used.

[19.3] USE OF ORGANIZATION

The division commander's organization ability may be used to increase the Staff Point Allowance of one HQ of the commander's division. The division commander must be in the hex with the HQ to increase its Staff Point Allowance. The Player controlling the division commander uses the commander's organization level with the Personal Success Table to achieve a **C, L,** or **P** result. After one of these results is achieved, one die is rolled. Depending on the exact result, this die roll determines how many points the Staff Point Allowance is increased by.

[19.31] If a **C** result is achieved, any divisional HQ the division commander is in has its Staff Point Allowance increased by triple the die roll. Any brigade or regiment HQ the division commander is in has its Staff Point Allowance increased by double the die roll.

[19.32] If an **L** result is achieved, any divisional HQ the division commander is in has its Staff Point Allowance increased by double the die roll. Any brigade or regiment HQ the division commander is in has its Staff Point Allowance increased by one and one half times the die roll (fractions dropped).

[19.33] If a **P** result is achieved, any HQ the division commander is in has its Staff Point Allowance increased by the amount of the die roll.

[19.4] USE OF COMMAND

The division commander's command ability may be used to shift the Combat Differential of combats involving units of his division. The commander command level is used with the Personal Success Table to achieve a **C, L,** or **P** result. If one of these is the result, a shift of varying amount is applied to combats involving certain units of the commander's division.

[19.41] If the division commander is in a hex with one of his brigade or regiment HQ's then all attached units of the HQ receive a shift for the entire Movement and Combat Phase in which command is used. The amounts are:

C result = shift 5 in unit's favor
L result = shift 3
P result = shift 1

[19.42] If the division commander is in a hex with a battalion or company of his division then that unit receives a shift for the entire Movement and Combat Phase in which command is used. The amounts are:

C result = shift 10 in unit's favor
L result = shift 6
P result = shift 2

[19.5] DIVISION COMMANDER FATIGUE

The division commander suffers and accumulates fatigue in much the same manner as combat and HQ units. At the end of any Game-Turn in which a division commander expends Action Points, the Fatigue Level of the commander is adjusted. At the end of any Game-Turn in which a division commander expends no Action Points, he returns to Fatigue Level Zero.

[19.51] At the end of a Game-Turn in which a division commander with no fatigue at all expends Action Points, a FO marker is placed on the commander. FO has no effect on the functioning of the commander. (**Exception:** See Cases 19.53 and 19.54).

[19.52] At the end of a Game-Turn in which a division commander with a Fatigue marker expends Action Points, the Player controlling the commander must roll for the effects of fatigue. The column of the Fatigue Table (12.4) used depends on how many Action Points were expended in the Game-Turn. If the commander did not expend more than his allowance of Action Points, then the leftmost column of the Fatigue Table is used regardless of the current Fatigue Level of the commander. Otherwise, use the "Unit in F1-F3" column.

[19.53] At the end of a Game-Turn in which a division commander expends up to one and one half times his normal Action Point allotment for a Game-Turn, regardless of his current Fatigue Level, that commander uses the same column of the Fatigue Table as units performing forced march, Level 1.

[19.54] At the end of a Game-Turn in which a division commander expends up to twice as many Action Points as his normal allotment for a Game-Turn, regardless of his current Fatigue Level, that commander uses the same column of the Fatigue Table as units performing forced march, Level 2.

[19.55] The division commander may never use more than twice as many Action Points as his normal allotment in a Game-Turn.

[19.6] EFFECTS OF FATIGUE ON THE DIVISION COMMANDER

The various levels of fatigue have different effects on the functioning of the division commander.

[19.61] Fatigue Level Zero has no effect on the functioning of the division commander.

[19.62] A division commander at Fatigue Level One must pay double the normal number of Action Points to perform any activity. In addition, all **C** results on the Personal Success Table are treated as **L** results, and all **L** results are treated as **P** results. All **P** results are treated as No Effect.

[19.63] A division commander at Fatigue Level Two must pay double the normal number of Action Points to perform any activity. In addition, all **C** results are treated as **P** results and all **L** and **P** results are treated as No Effect.

[19.64] A division commander at Fatigue Level Three must pay triple the normal number of Action Points to perform any activity. In addition, all **C** results are treated as **P** results and all **L** and **P** results are treated as No Effect.

[19.65] Any division commander who is fatigued beyond Fatigue Level Three is considered incapacitated for the remainder of the game and is immediately removed from the Game-Map. See Case 19.7 for replacement of the division commander.

[19.7] DIVISION COMMANDER CASUALTIES AND REPLACEMENT

Whenever the division commander is in a hex with a unit which suffers a T/O loss, there is a chance the division commander will become incapacitated.

[19.71] To determine if the division commander is incapacitated, roll one die. If the result is a six, the commander is incapacitated.

[19.72] Whenever a division commander becomes incapacitated for any reason, a new division commander must be created. If subordinate leadership (Section 20.0) is being used, one of the subordinate commanders is removed from play (he becomes the new division commander). To create a new division commander roll dice for the various characteristics and abilities exactly as was done to create the original division commander. The order

of succession should be other Generals, Chief of Staff, Combat regiment/brigade commanders, all others.

[19.73] The newly created division commander is placed in the hex from which the subordinate commander was removed, if subordinate leadership is being used; otherwise he is placed in any hex occupied by a unit of the division he commands.

[19.8] COMMANDER CAPABILITY CHARTS

(see charts and tables)

[19.81] Personal Characteristics Table

[19.82] Division Commander Activity Costs Chart

[19.83] Personal Success Table

[19.9] CREATING CHARACTERISTICS FOR THE DIVISION COMMANDER

Roll one die once each for Perception, Organization, and Command Value. **Example:** A 4 is rolled for Perception; this value is cross-referenced on the Organization Determination Table with a die roll (e.g., 6, to yield an Organization Value of 5). This 5 is then cross-referenced on the Command Determination Table with a die roll (e.g., 2, to yield a Command Value of 1).

[20.0] SUBORDINATE AND BATTALION LEADERSHIP

COMMENTARY:

A basic assumption in the game is the critical importance of leadership. The combat units' overall ability is critical, but leaders also can enhance or degrade the combat abilities of the units they command. The subordinate leader rules provide another group of "units" to deal with. In the controller game, where the abilities of subordinate commanders may be unknown (at least until they've been in combat for a while), this rule adds an extremely realistic flavor to the game.

GENERAL RULE:

In addition to the division commander, each HQ unit has a subordinate commander over that HQ. In addition, there is one unassigned officer in each division, whether U.S. or Soviet, who is normally at the DIVMAIN HQ. Each subordinate commander has a Command Rating (from −3 to +3) which is determined randomly at the beginning of each game. This Command Rating is applied as a combat shift to any combat involving a unit attached to the HQ commanded by the subordinate commander. Unassigned subordinate commanders have no effect on any combat. Subordinate commanders may be transferred from one HQ to another during the Asset Transfer Phase of the owning Player's Player-Turn. As a separate option from subordinate Leadership, each battalion may be assigned a Command Rating in exactly the same way as a subordinate commander. This Command Rating is applied to any combat in which the unit is involved, exactly as if it were a subordinate commander.

PROCEDURE:

The scenario gives the letter code to be used in determining Command Ratings of leaders. This letter indicates a column of the Initial Value Table (23.45). For each Command Rating to be determined, roll one die. Cross-index the row corresponding to the die roll with the column corresponding to the letter given by the scenario to find the result. Use the Command Rating result as the Command Rating being determined (see Cases 23.43 and 23.44).

CASES:

[20.1] EFFECT OF COMMAND RATING ON COMBAT

[20.11] When applied to an attack, the Command Rating is included as a shift to the combat differential. In an attack the Command Rating value is added to the differential. Thus, if the Command Rating is positive, the shift is positive, and if the Command Rating is negative, the shift is negative.

[20.12] When applied to a defense, the Command Rating is subtracted from the command differential. Thus if the Command Rating is positive, the shift is negative, and if the Command Rating is negative, the shift is positive.

[20.13] Only one commander may be used per Headquarters (although you may have more than one commander in a Headquarters). This includes the division commander. In effect, you may have no more than two commanders affecting a combat, one at the brigade level and one at the battalion level

[20.14] Staff Command Ratings affect the number of Staff Points and CSP's available in the following ways: (1) The rating of the Chief of Staff is added or subtracted from the Staff Points available at the DIVMAIN HQ; (2) The rating of the DIVARTY Commander is added or subtracted from the ARTY CSP's available to DIVMAIN or DIVARTY HQ; and (3) The rating of the DISCOM Commander is added or subtracted from the number of Ammunition Points which may be transferred by DISCOM each Game-Turn.

[20.2] TRANSFER OF SUBORDINATE COMMANDERS

During the Asset Transfer Phase of a Friendly Player-Turn, a Player may transfer subordinate commanders from one HQ to another. Each HQ involved in the transfer must expend 5 Movement Points (unless in Deployed mode). The HQ expends 5 Movement Points regardless of the number of commanders transferred into or out of its command.

[20.21] A subordinate commander may become incapacitated whenever he is transferred into or out of an Enemy-controlled hex. In such a situation, roll one die. If a 4, 5, or 6 is rolled, the subordinate commander is incapacitated and removed from the game.

[20.22] A subordinate commander may only be transferred from a HQ if another subordinate commander is transferred into the HQ in the same Game-Turn.

[20.3] SUBORDINATE COMMANDER CASUALTIES

Any time that an HQ suffers a T/O loss as a result of counter-battery fire or combat, any subordinate commanders with the HQ may become incapacitated. For each such commander roll one die. If the result is a six, the commander is incapacitated. If the unit is eliminated, the surviving subordinate commanders with the HQ are immediately moved to another HQ in the division. If the HQ is located in an Enemy Zone of Control when it is eliminated, the Player controlling the commanders must roll again for each commander. On a roll of four, five, or six, the subordinate commander is incapacitated.

[20.4] UNIT BREAKDOWN AND BATTALION LEADERSHIP

Whenever a unit breaks down into companies or troops, each smaller unit receives the same Command Rating as the original larger unit.

[20.5] SUBORDINATE OFFICER RANKS

The various divisional headquarters have officers of the following ranks attached (normally Players may move people around at their discretion):

U.S.
Division Commander: Major General (MG)
DIVTAC: Brigadier General (BG)

Soviet
Division Commander: Lieutenant General (LTG)
DIVALT: Colonel (COL)
All other headquarters are commanded by colonels.

[21.0] DOCTRINE

COMMENTARY:

Doctrine is nothing more than tactics that are mandated to be used in the initial battles of the next war. Doctrine, as it exists now, would be extremely important since, lacking any other experience, the armies of both sides would rely upon their doctrine developed during peacetime (at least until combat experience showed changes had to be made in the doctrine). You don't have to use it but that's mainly because I haven't got the ability to court-martial you if you don't.

GENERAL RULE:

The following section gives you the general guidelines on how each army maneuvers, attacks and defends. The material is a combination of text and illustration. Applied examples of much of this data can be found in the scenarios. In addition, there is a section containing rules covering doctrinal techniques unique to the Soviet army. These cover the apparently "automatic" functioning of Soviet formations in certain situations.

CASES:

[21.1] MARCH ORDER FORMATIONS

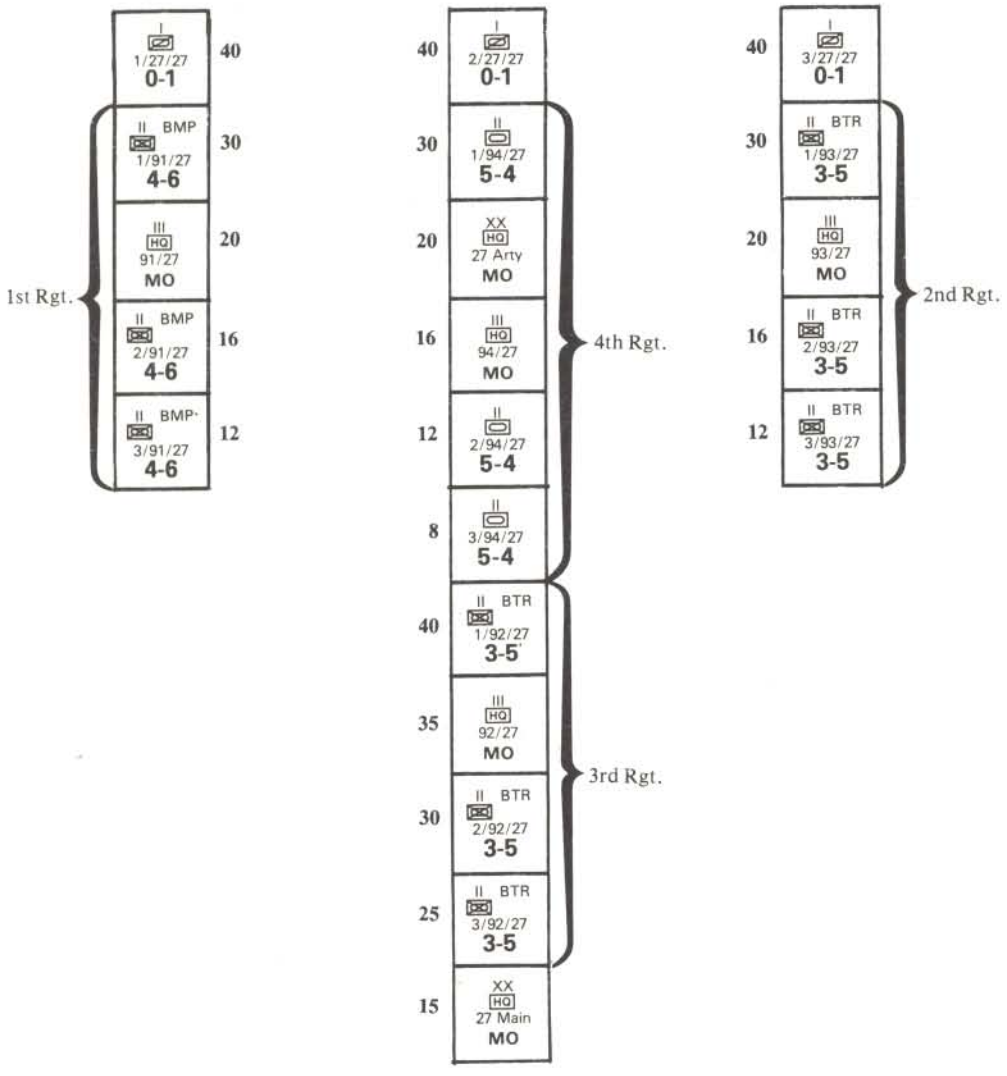
Both armies have fairly formal methods of deploying for road marches. Indeed, when you get right down to it, both sides appear to be using nearly identical march order formations. Apparently there's one "correct solution" to this problem. In practice, however, division commanders can, if they wish, depart from the "textbook solution." In the initial actions of a war it would be unlikely that many division commanders would feel confident enough to experiment much. But some would, and you can too.

[21.11] The March Order Displays show the units of the division in the order in which they would enter the map. Next to each unit is the number of Movement Points each would have as it entered the map. This assumes that the units are traveling in Administrative Movement mode. Soviet units often would travel in this mode; NATO units would more likely use Tactical Movement mode. Merely adjust the number of Movement Points each unit has according to the mode. Halve the number for Tactical Movement, divide by four for Mobile Defense, etc.

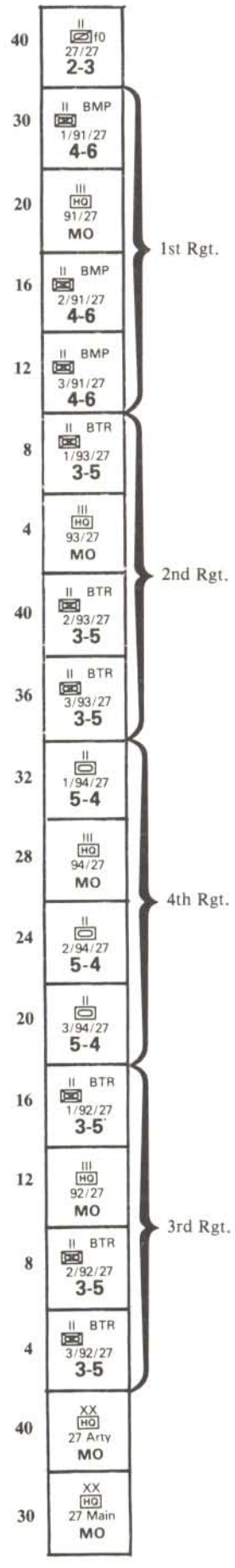
[21.12] No distinction is made between armored and infantry divisions. They are organized similarly, with four regiments for Soviet divisions, or three brigades for NATO divisions. The divisional support units of both armies are the only ones that differ substantially in their deployment in both armies.

[21.13] U.S. March Order
In both armies, divisions may use one, two, or three (or four for the Soviets) columns for entry. Columns consist of intact regiments or brigades.

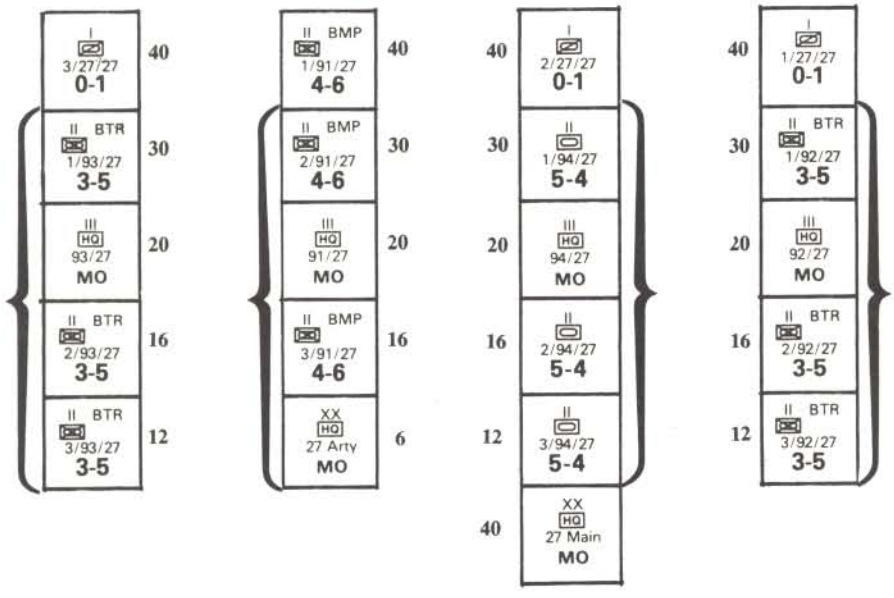
[21.16] Soviet Three Column March Order



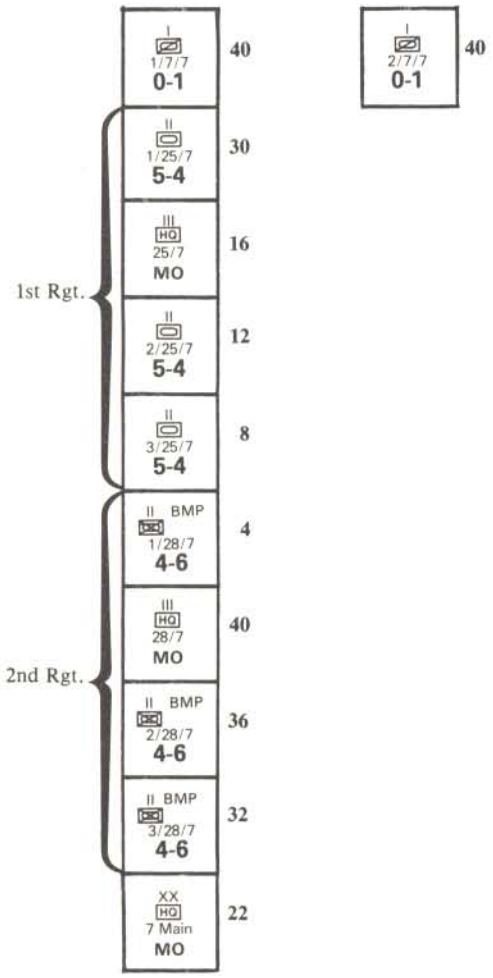
[21.14] Soviet Single Column March Order



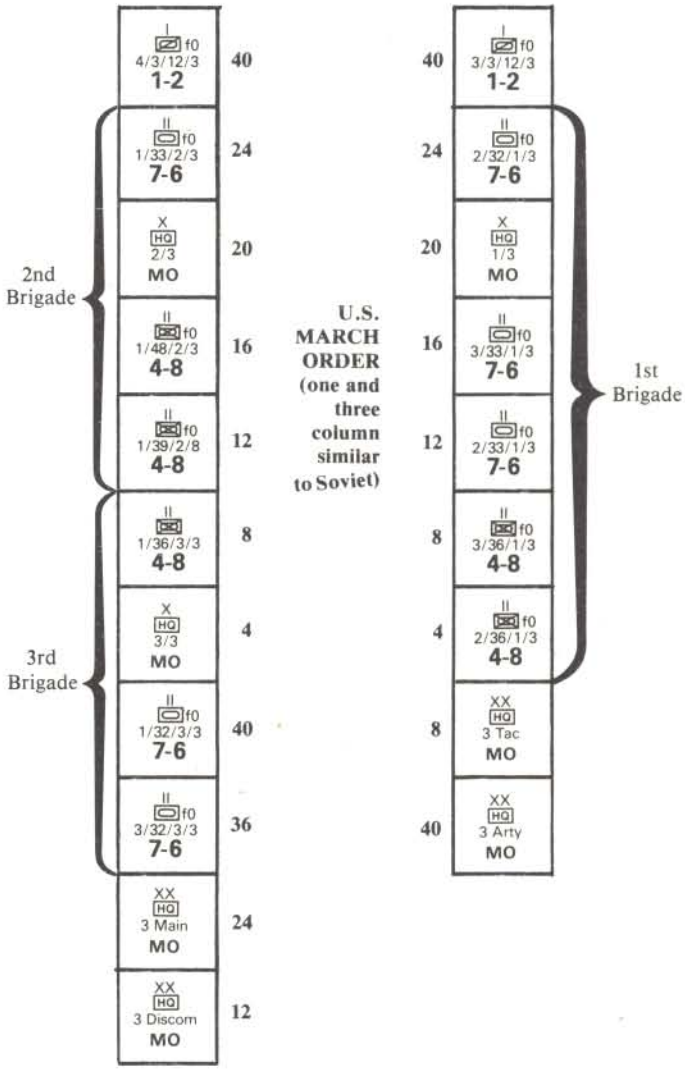
[21.17] Soviet Four Column March Order



[21.15] Soviet Two Column March Order



[21.13] U.S. March Order Display



[21.2] DEFENSIVE FORMATIONS

Both armies are remarkably similar in their defensive doctrine. Although they use different terms to describe what they do (and one may debate as to whether both armies actually *mean* the same thing), they appear to be doing the same thing. The basic doctrine consists of putting three or four battalions ten hexes forward of the main line of resistance. This "covering force" is meant to force the attacker to dissipate his attacking forces before he hits the main line of resistance. It is also thought that the covering force can channel (or at least positively identify) the attacker's main thrust. The main line of resistance is also lightly held by only some four battalions (on a frontage of 15–30 hexes) with nearly half the division's combat power held in reserve, the better to pile on the enemy main thrust. Both sides seem reluctant to follow the successful German tactic of WW II, in which the defender allowed the attacker to run right past the main line or resistance to bring the defender's reserve to bear on the attacker's flank and rear. Both armies also allude to some vague "second line of defense," which is supposed to be manned by the survivors of the first line.

[21.3] OFFENSIVE FORMATIONS

Both armies also have similar attack formations, although their practice differs somewhat more than in defensive operations. Each attacking division covers a 7–15 hex front. Two regiments/brigades will attack (each on a front of two or three battalions, battalions being basically "shoulder to shoulder") with the remaining divisional resources being held in reserve to exploit the breach made by the "assault" units. The "assault" units are normally given the majority of the division's CSP's. The assault units are expected to breach the enemy defenses, the better to allow the reserve units to get a clear shot at the "green fields beyond." In practice it is expected that the reserve units will have to do a bit of slogging themselves.

[21.4] NON-DIVISIONAL SUPPORT

[21.41] Both armies have considerable support units available outside of division control so that the total combat power of a division may be adjusted upwards depending on the importance of the division's mission. The following chart shows the numbers of Combat Support (and Staff) points available.

[21.42] Non-Divisional CSP's Summary
(see charts and tables)

[21.5] SOVIET SPECIAL DOCTRINE

Commentary:

The Soviets are always investigating new doctrinal developments that will enhance the combat power of their units. They feel this is particularly important in light of the introduction of new weapons, as well as the new and unique conditions brought about by the nearly complete motorization of the armies on both sides.

The one "new" weapon that the Soviets are concerned about is electronic warfare and its effect on command control. Command control problems are nothing new; the Soviets had them in abundance in World War II and developed special doctrines to overcome these problems. The basic Soviet doctrine to overcome command control problems is to "point" their assault units in a particular direction and instruct them to keep going until they either reach a certain objective or are physically incapable of proceeding any further. This last instruction produced the many apparently suicidal attacks the Soviets launched during World War II. These "suicidal" attacks were brought about by the fact that the unit commander was told that if he did not attack continuously in his sector he would be dealt with severely after the battle. Given a choice between sacrificing his unit or sacrificing himself, most Soviet commanders choose to follow orders. The Soviet doctrine stipulates that it is a more serious error to disobey orders than to fail in taking the objective. The Soviets recognize the fact that their assault units may come up against enemy units of unanticipated strength. On the other hand, given the murky situation during an offensive, the opposing enemy unit may be quite weak and capable of being swept aside by the assaulting Soviet unit. Since time is of the essence in an offensive, the Soviet practice is to

assault, regardless of losses, anticipating that the unit they are assaulting will break before they do. If this is the case, the Soviets are then able to penetrate that much further into the enemy rear areas and bring about a hoped for critical disintegration of the enemy position. A detailed application of this Soviet doctrine is found in Case 33.63 of the rules.

This "special" Soviet doctrine is the one that we can be most confident the Soviets will use. Beyond that I would rather just leave it up to the players' imagination to develop special Soviet doctrines that might be employed. This free wheeling approach is based on the Soviet tendency to constantly develop and discard special doctrines they have never tried in combat. This is a common problem among the peacetime armies. During the 1973 Arab-Israeli war, for example, the Syrians followed to the letter the Soviet doctrine for the employment of tanks and armored personnel carriers. The doctrine at that time stipulated that the infantry in the personnel carriers was not to dismount unless the assault itself was stopped. What this particular doctrine did not account for was the Israeli doctrine of simply shooting up the Arab tanks and then falling back. Thus the Arab armored assault was never actually stopped until there were no more Arab tanks advancing. The armored personnel carriers were shot up in a like manner, although the tanks were always the primary targets.

The Israelis were successful in their destruction of the Arab tanks not so much because of the doctrine they were employing, but more so because of superior training and leadership. After the 1973 war the Soviets analyzed their doctrine and made some minor modifications, but they were still faced with the essential problem of maintaining the speed of their advance. Thus, they were not disposed to change their doctrine because, quite frankly, there's not much they can do in a situation like this except to attempt by other means (artillery, air power, or air assault tactics) to destroy the "retreating ambush" tactic which the Israelis had developed. Again, training, leadership, amount of intelligence achieved, and any number of other factors become critical in a situation such as this.

Essentially the overall Soviet special doctrine is to go like hell, ignore losses, ignore flanks, and hope that the enemy unit is shattered by the penetrating assault columns before the attack force itself is blown away.

[22.0] CONTROLLER GAME (Optional)

COMMENTARY:

The use of this relatively simple and straightforward set of procedures changes the game enormously. Many gamers are continually aware of the lack of limited intelligence in the games they play. The Controller Game of *NATO Division Commander* illustrates as no other game does how important this key element is.

GENERAL RULE:

Although the controller game requires the participation of two Players, there is a single active Player who has the opportunity of winning or losing. The other Player functions as controller, who referees the contest between the active Player and the non-Player force impartially. He devises a plan of operations for the non-Player force. This plan constitutes a kind of script which the controller follows directing the functioning of the game in accordance with one of the available scenarios. In the controller game, two maps with two sets of combat counters are employed: the active Player's map which shows only the information concerning Enemy units and their locations that he has previously acquired; and, concealed from the active Player by the controller screen, the controller's map on which the controller keeps track of the entire situation throughout the game. All information regarding Enemy units, map locations, and occurrences during play is delivered to the active Player by the controller either in the situation reports (SITREPS) during the active Player's Intelligence Phase, or in combat reports upon the resolution of each combat.

PROCEDURE:

The two Players select a scenario and determine which of the optional rules will be employed by mutual agreement. The controller than proceeds to initialize unit T/O values (as well as subordinate commander values and division commanders' personal characteristics, if required) for both sides. For his own benefit, the controller should write up a detailed plan of operations for the non-player force (NPF). The active Player is informed in a general way of the overall strategic situation, assigned his command, and given his orders and objectives. The game is set up on two identical maps, with the controller's map concealed from the active Player's view by the controller screen, and play is commenced. The controller maneuvers the units of the non-Player force in accordance with his operational plan, and determines all intelligence and combat results for both sides. At the conclusion of the appropriate number of Game-Turns, the victory conditions are consulted and the active Player is declared to have won or lost.

CASES:

[22.1] HOW TO PREPARE THE NPF (Non-Player Force) PLAN OF OPERATION

In order to simplify the controller's task, and to avoid his taking advantage of the superior information he possesses in maneuvering the NPF units, the controller should devise and strictly adhere to a plan of operations for the non-Player force. This "plan" is nothing more than general guidelines for the NPF. Items that should be included are:

1. Unit Operational Boundaries. (Always for divisions, sometimes for regiments.) These boundaries may be changed, but this must be done according to a planned schedule.

2. Assignment of CSP's and Battalions to Regiments (as well as Ammunition Points, if the optional ammunition supply rules are employed).

3. Assignment of Goals to Regiments. In particular, how much in the way of casualties (lost T/O Points) should first wave units take before the second wave units are committed. The more detailed this is, the less work the controller will have to do later, and the more realistically the game will operate. For most units, geographical goals should be assigned in relation to the scenario victory conditions.

4. Assignment of General Goals to Divisions and the Total NPF. These goals should be adhered to for the entire course of the game, since they determine whether the active Player wins or loses. For the most part these goals will be the exiting of regiments from the map from appropriate sectors. It is very important that the controller never deviate from these general goals once they are established. Needless to say, the NPF plan of operations should be as fully consonant with the appropriate military doctrine as possible (see Section 21.0).

[22.2] SEQUENCE OF PLAY

As in the basic game, a Game-Turn is composed of alternate Player-Turns. The non-Player force's functions in the Sequence of Player are directed by the controller in accordance with his previously devised plan of operations. The active Player may be the first or second Player in the Player-Turn sequence depending on the scenario.

1. ACTIVE PLAYER TURN

A. SITREP Phase.
The controller determines the results of the active Player's intelligence, utilizing the standard intelligence rules (see Section 5.0). The active Player is permitted to specify his own allocation of CSP's for operational intelligence level and sector coverage ability, and to choose which map sectors his operational intelligence potential will be focused on. These results are delivered to the active Player, mixed with "rumors" and speculations of possibly dubious validity, by the controller in the SITREP (see 22.3).

B. Asset Transfer Phase.
Same as basic game.

C. Mode Change Phase.
The active Player informs the controller of his intended mode changes, and the controller resolves all mode change attempts, utilizing the standard rules to ascertain their success or failure (see Section 7.0). The active Player's Staff Point production per Game-Turn by each of his HQ's will have been determined by the controller in the course of setting up the game. The active Player will be aware only in a general way of the range of these; he will not be informed of the specific figures. However, if the optional division commander rules are employed, the DC's perception ability may enhance the active Player's initial knowledge of Staff Points, and may be subsequently employed in the course of play to obtain this information (see 22.5).

D. Offensive Counter-Battery Fire Phase.
The controller resolves the active Player's counter-battery fire mission's results in accordance with Section 8.0. The active Player is not informed of the results of his CB missions, except in an indirect fashion when he obtains NPF unit T/O values as the result of operational intelligence in the SITREP.

E. Defensive Counter-Battery Fire Phase.
The controller employs the NPF's combat support for counter-battery fire missions against units with the appropriate levels of intelligence. The active Player is informed immediately of the results of such attacks upon his units (if any) in the form of combat reports (Section 22.4). In addition, the controller may interdict selected hex locations with NPF combat support. In this case Interdiction markers are placed on the appropriate hexes on the active Player's map as well. (The artillery and/or air fire upon interdicted hexes would be visible to the active Player's units.)

F. Movement and Combat Phase.
The controller observes the active Player move each unit and informs the active Player whenever one of his units encounters a Zone of Control of otherwise undetected NPF units. The controller must also inform the active Player that the NPF unit encountered is a HQ unit, if this is the case. Since attacks on HQ's are made at a reduced cost of 2 Movement Points, and since HQ units would be identified as such by Enemy units in contact with them almost immediately, attacks made by the units belonging to the active Player are resolved by the controller, who informs the active Player only of the combat results of his own units. (The active Player only learns of losses sustained by NPF units through intelligence on their T/O levels

in the SITREP.) If the active Player chooses to accept an advance after combat option for his attacking unit, he is informed of the new location of the retreated defender. However, if the active Player declines the advance after combat option, the retreating Enemy defender is considered to have succeeded in breaking contact with the attacker, and its new location is not specified to the active Player. Breakthroughs resulting from defenders' retreats or eliminations are indicated by Breakthrough markers on the active Player's map.

2. NPF PLAYER TURN

A. Intelligence Phase.
The controller determines the results of the NPF's intelligence in accordance with the standard intelligence rules (see Section 5.0).

B. Asset Transfer Phase.
The controller makes any transfers of combat units and/or CSP's or AP's between NPF HQ units permitted by his plan of operations.

C. Offensive Counter-Battery Fire Phase.
The controller employs NPF combat support for counter-battery fire missions against the active Player's units, and for the interdiction of selected hex targets. The active Player is informed immediately of casualties inflicted upon his units by NPF counter-battery fire. Interdiction markers are placed on the active Player's map to indicate hexes interdicted by NPF support. (The artillery and/or air fire used to interdict a hex would be visible to potentially affected units.)

D. Defensive Counter-Battery Fire Phase.
The controller resolves all counter-battery fire missions by the active Player's CSP's against NPF units in accordance with the standard rules. The active Player is not informed of the result of these attacks (except through SITREP's).

E. Movement and Combat Phase.
The controller maneuvers the units of the non-Player force in accordance with the appropriate doctrine (see Section 21.0) and his NPF plan of operations. Attacks made by NPF units are, as always, resolved by the controller, and the active Player is informed of these results only insofar as they affect his units in the form of a combat report delivered to him by the controller upon the conclusion of the individual combat.

3. GAME-TURN RECORD INTERPHASE

The controller advances the Game-Turn marker one space (representing 8 hours) on the Game-Turn Record Track to indicate the completion of one Game-Turn.

[22.3] THE SITREP

Since the active Player's limited intelligence is the *raison d'etre* of the controller game, the SITREP is the very heart of the controller game. Determining the flow of information to the active Player is the chief sense in which the controller "controls" the game.

The controller determines all intelligence for the active Player utilizing the standard intelligence procedures to provide specific results (see Section 5.0). The active Player's role in determining his own intelligence results is limited to allocating CSP's to operational intelligence functions, and to the selection of sectors to which he wishes his operational intelligence level primarily applied. (The controller may throw in some real intelligence along with more dubious material concerning NPF activity in other sectors as a bonus.) The results as determined, and fabricated, by the controller are delivered to the active Player during his Intelligence Phase in an elaborated form as a situation report (SITREP).

The SITREP should be divided into three parts: strategic, operational, and tactical. It is usually more convenient for the controller to give the tactical situation first, followed by the operational, and concluding with the strategic. The main reason for this is to enable the controller to "build up" the strategic and operational reports using the lower level ones. A lot of details making up the SITREP must be developed by the controller as he goes along.

[22.31] The Tactical Report
The tactical report consists of information on NPF units in contact (i.e., in the active Player's units' Zones of Control). The controller creates the tactical report, basing it, as always, upon actual intelligence results derived through the standard rules, but employing his own common sense (and a little humor) to flesh it all out. He must "integrate" the information being delivered to the active Player with supplementary detail. This means that, in addition to the barebones information generated by the intelligence procedures, the controller should provide obvious additional information such as: What are these units most likely to do next? How are they most likely to do it? A certain amount of outright fabrication can be thrown in to spice up the SITREP, but this should generally be used as alternative explanations which the active Player can selectively accept or reject. It is also best to confine false information to the higher levels of intelligence, to the operational and strategic reports chiefly. It is possible for the controller to be creative and interesting without doing too much violence to the truth. The controller should not intentionally mislead the active Player too far. It would simply not be sporting.

[22.32] The Operational Report
The operational report consists of information on NPF units not in contact with the active Player's units. At the tactical intelligence level, the active Player will obviously already know that the units exist. His units will have encountered them in combat, or have been stopped by their zones of control. This is not the case at the operational level. The intelligence rules will generate the information on which units are identified, and to what extent. After that it's up to the controller to make things interesting. This is done by "interpreting" the data, as divisional G-2 would, before giving it to the active Player. It is important to keep in mind that, for a U.S. Player, much information supplementing ordinary military intelligence will come from civilians and the local police. This is probable because the telephone system will remain largely intact, particularly in U.S. rear areas. These potential informants would, of course, not be trained military observers. Their reports would be subject to wide variations in scale, seriousness, and general accuracy. This allows the controller considerable latitude in producing interesting and entertaining (even realistic) reports for the active Player, particularly concerning NPF units which have penetrated into the active Player's rear areas. Remember, just because the active Player's intelligence resource allocations have not produced a lot of hard information does not mean he should be deprived of the "benefit" of civilian rumors and reports. The operational report as delivered by the controller should contain opinions after all. The active Player is left free to use his own judgment as to their reliability and consistency with what he otherwise knows.

[22.33] The Strategic Report
The strategic report concerns operations off the map. It should deal particularly with units which have not entered the game (but probably will, eventually). Some scenarios depend more on reinforcements than others. Those that have reinforcements can have the arrival time of those units changed by the controller to add to the realism (or play balance) of the scenario. In some scenarios there may not be much input from the strategic situation; some things are simply local affairs.

[22.4] THE COMBAT REPORT

Anytime a combat result is assessed against one of the active Player's units, whether through ground combat or counter-battery fire, the controller must inform the active Player immediately as to whether his unit has acquired Half Engaged or Engaged status, whether the unit has been placed out of command control, and whether additional fatigue to the active Player's unit has occurred. In addition, the controller must at once inform the active Player of any T/O losses to his combat units and/or CSP losses to his HQ units resulting from ground combat or counter-battery fire. The active Player receives no information from the controller concerning the results of his attacks upon NPF units, except whatever information of this kind is implicit in the SITREP.

[22.41] The Active Player must be informed by the controller when his unit has encountered an Enemy HQ unit, since attacks may be made upon HQ units at a reduced cost of 2 Movement Points.

[22.42] The active Player is informed of the new location of an Enemy unit which has retreated only if he chooses to accept the optional advance after combat by his attacking unit. Otherwise, the retreating enemy unit is considered to have broken contact. Note that the active Player can only learn of the elimination of a defending unit by accepting the attacker's option to advance after combat.

[22.43] The active Player is informed of a HQ unit in March Order (even though that HQ unit has no ZOC).

[22.5] PERCEPTION IN THE CONTROLLER GAME (Optional)

If the optional division commander rules are employed in the controller game, the DC's perception ability may be employed by the active Player to obtain additional information by the controller during the SITREP Phase of his Player-Turn. The active Player may ask the controller one or more questions after he has received his situation report from the controller. Such questions must deal with matters concerning which he has already received some information in the SITREP, and must be phrased in a way requiring only a yes or no answer. Each such question constitutes a usage of the DC's perception, and requires the expenditure of two Energy Points from the DC's per turn allowance. The controller utilizes the personal success table to determine whether the active Player is to receive a correct response to each question. If an **S** result is obtained, the controller answers the question correctly. If an **S** result is not obtained, the active Player is given an incorrect answer to his question.

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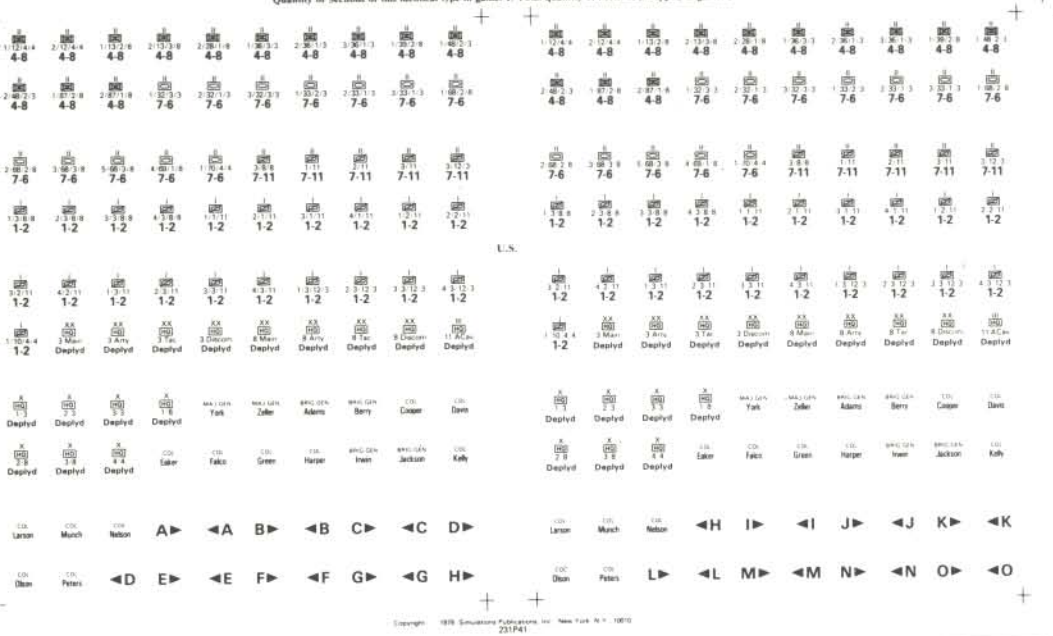

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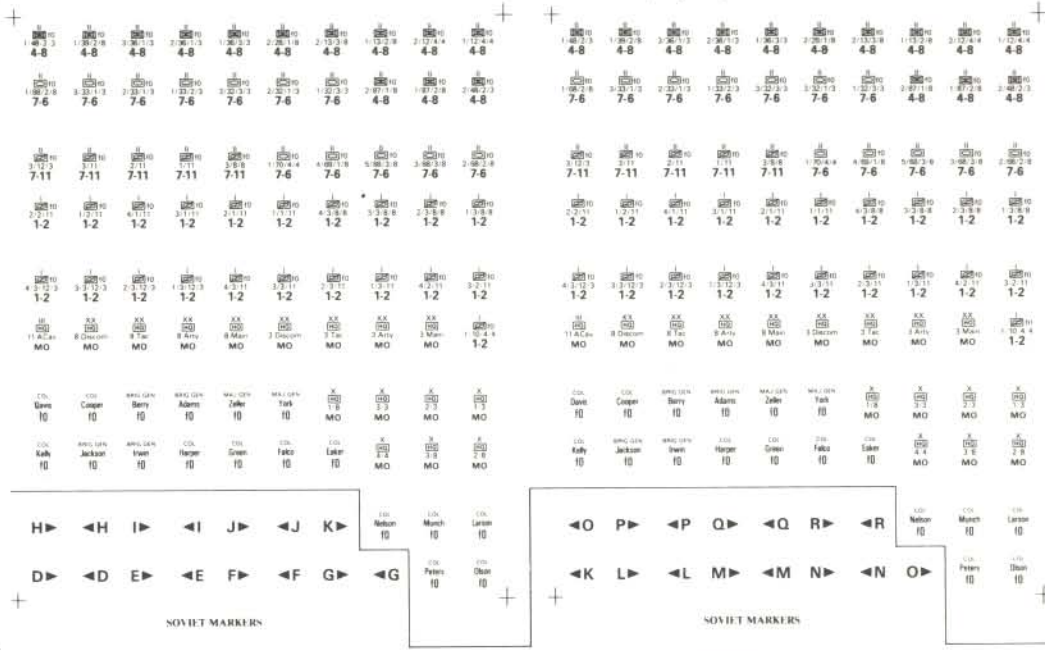

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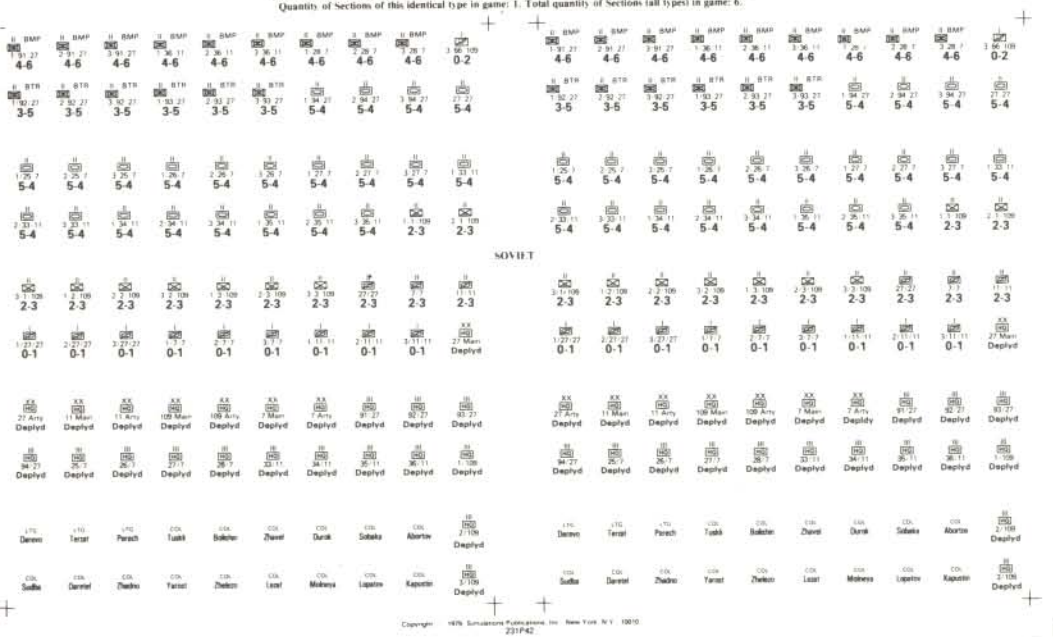

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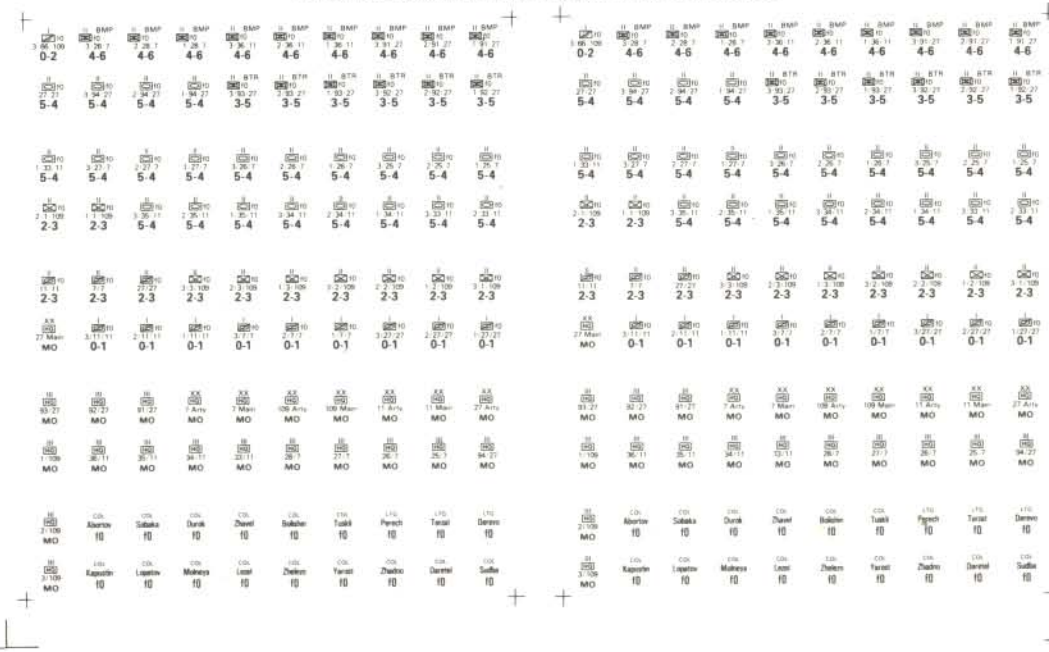

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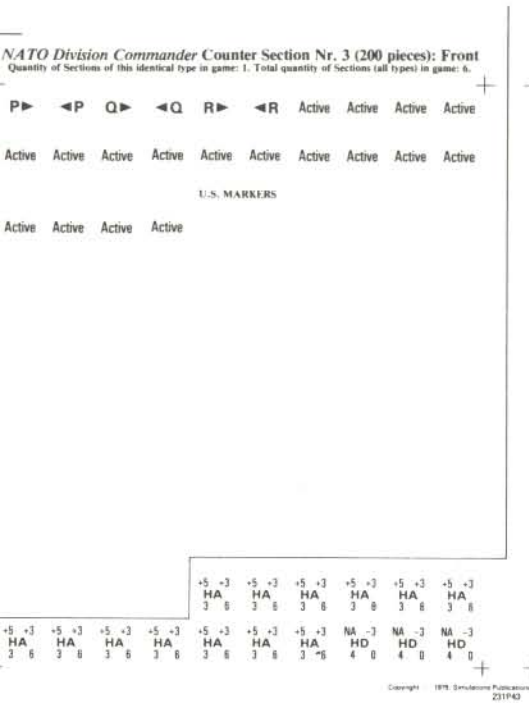
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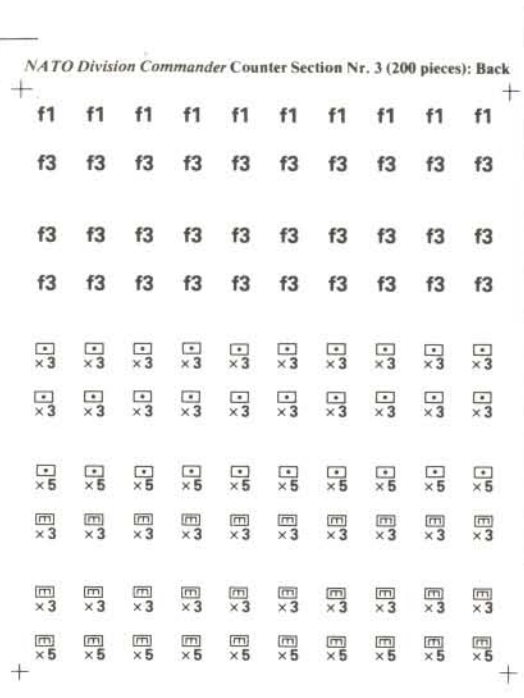

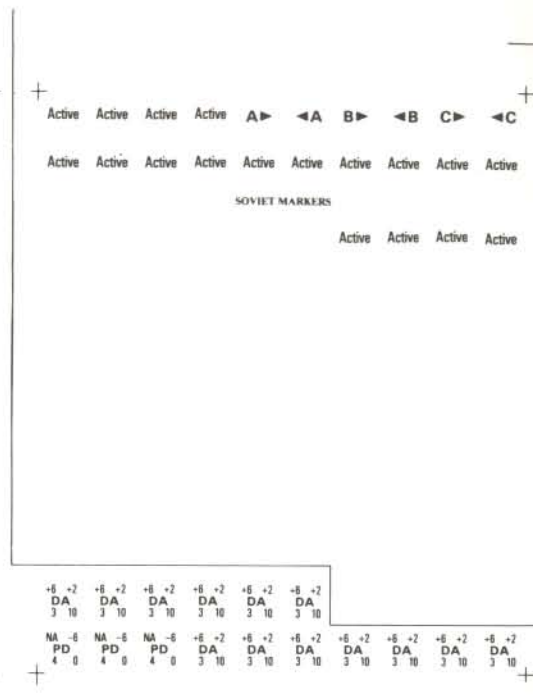
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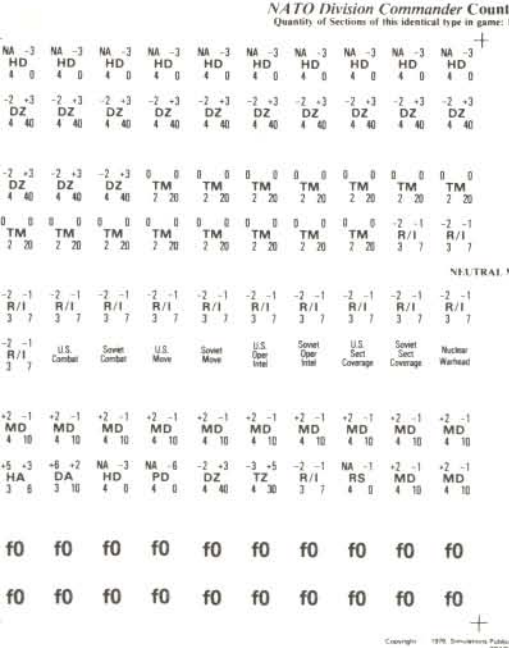

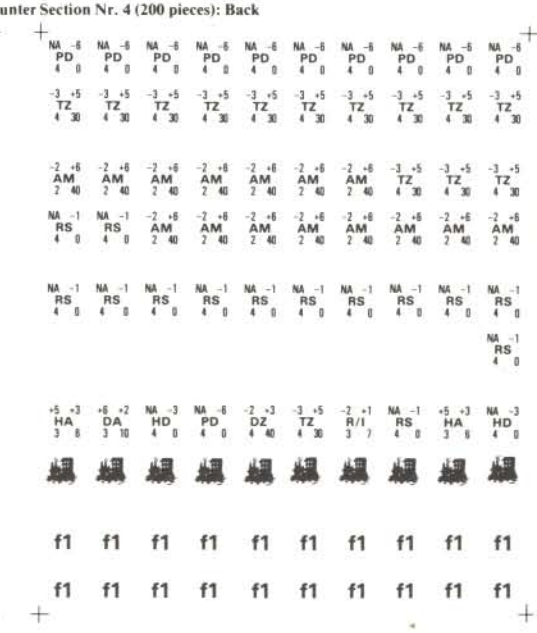

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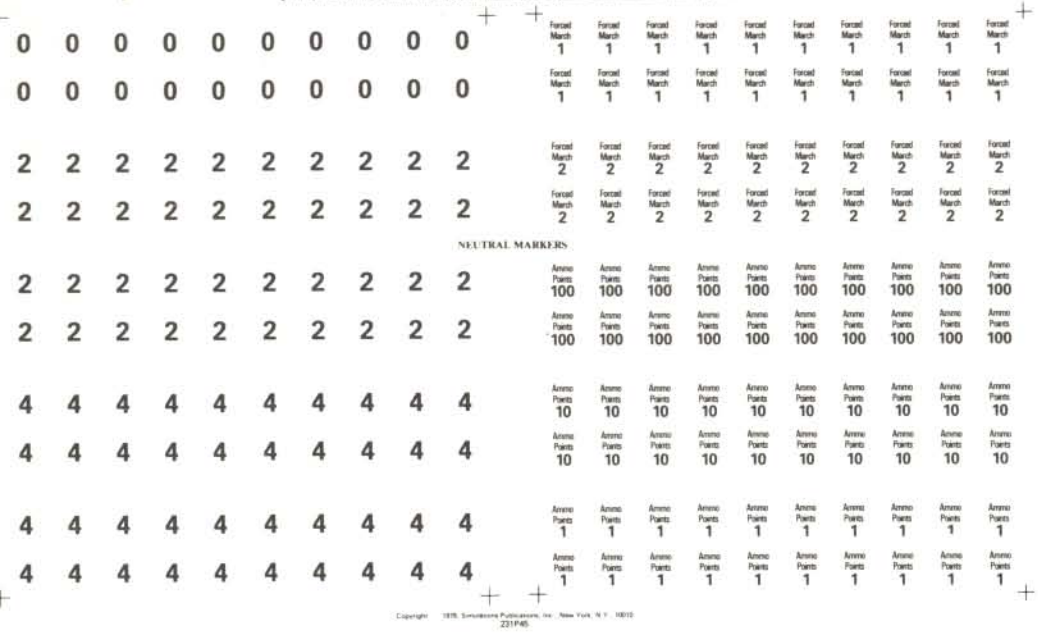

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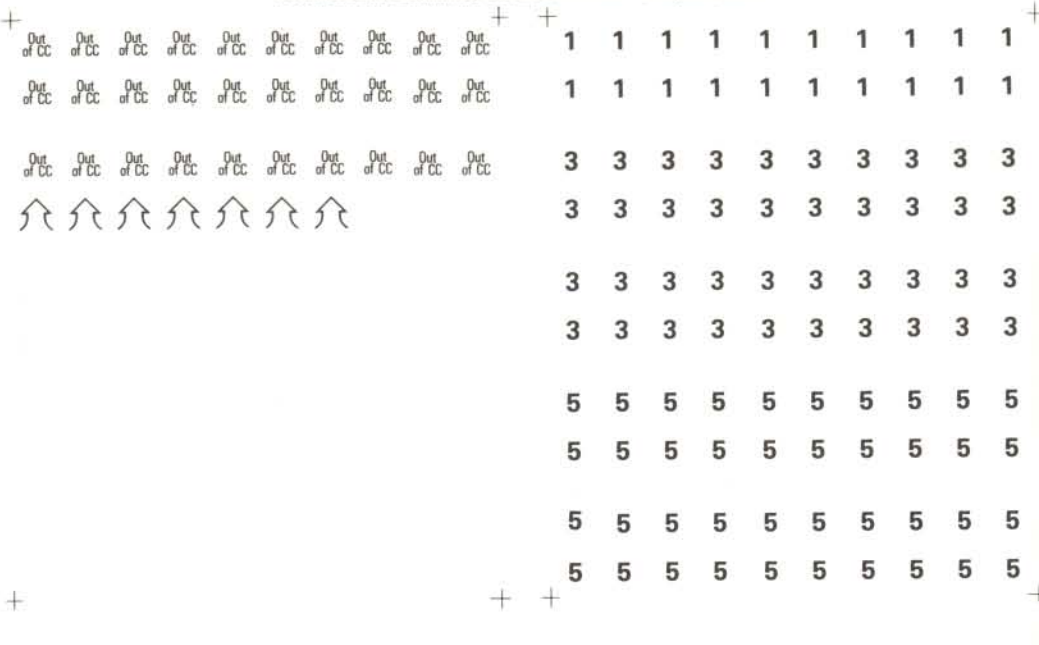

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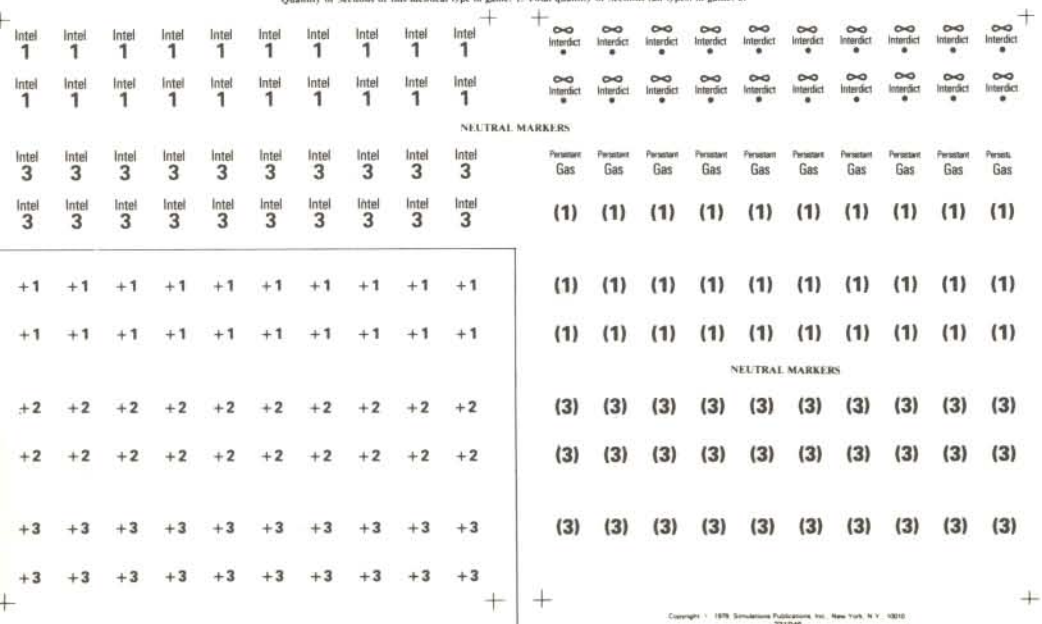

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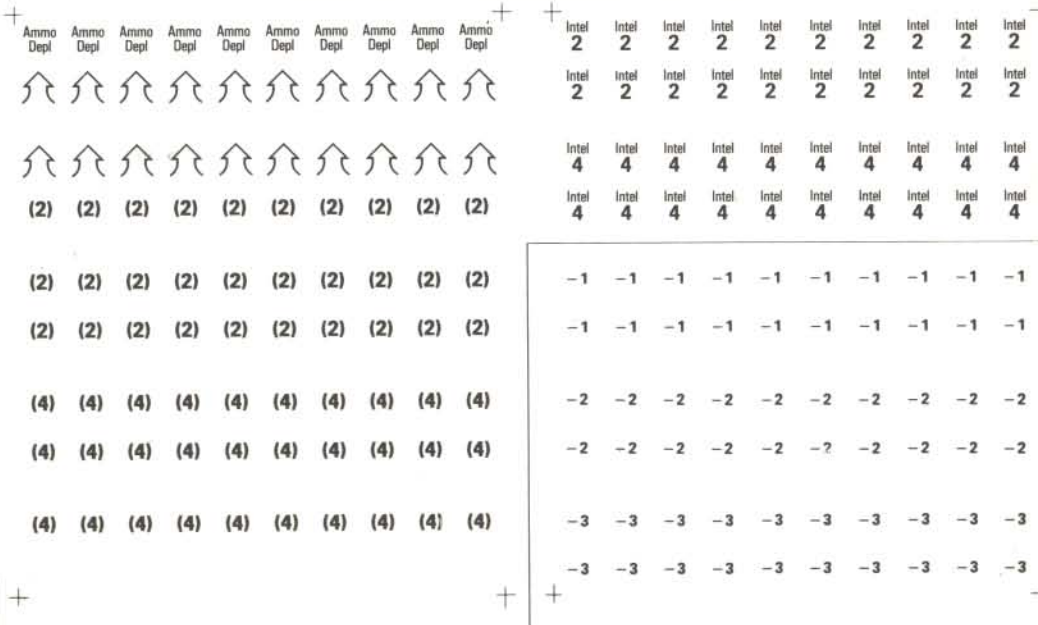

NATO DIVISION COMMANDER

SCENARIOS

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See Player's Notes IV, page 15.

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[23.0] SCENARIO INFORMATION

COMMENTARY:

Scenario Background

NDC comes alive only through its scenarios. In addition to showing off the various capabilities of the game, the scenarios tell a story of their own.

General Strategic Situation. For the most part, *NDC* scenarios assume a fluid situation, a sudden war. There are scenarios showing "set piece" type battles, but with mechanized armies a fluid situation shows much. We assume (for the purposes of setting up the scenarios, not because we have any heavy convictions about it) that the Russians are able to mass a force north of Fulda and make a decisive push in the direction of Giessen (and the Rhine beyond, or Frankfurt below). This is assumed to begin happening on the second or third day of the war. The other Warsaw Pact divisions have tied down NATO forces north and south of the area covered by our maps. Through a successful strategic deception (in which the Warsaw Pact desperately needs to succeed) a Russian Tank Army hustles through the gap, toward the Rhine and beyond. NATO, not caught completely flatfooted, has some reserves available. The question is, will the reserves be either sufficient and/or soon enough?

Units Involved. We have a regular cast of characters for the game. On the NATO side we have a number of units which would most likely be the "reserve" units for this area. We have the 8th Mechanized Infantry Division, which is normally stationed west of the Rhine, to the west of Mainz. This unit, like all others in our scenarios, is assigned to the U.S. V Corps (based in Frankfurt). The 8th Mech is (by virtue of its location, if for no other reason) a reserve unit. The other two major elements of the V Corps are closer to the fire. The 3rd Armored Division is based just north of Frankfurt. The 11th Armored Cavalry Regiment is stationed close by the East German Border and the town of Fulda (of Fulda Gap fame). The 3rd Armored and 11th Cav have as their primary mission (again, by virtue of location) the defense of Frankfurt. Frankfurt-am-Main, in addition to being the largest city in central Germany, is probably the largest military target in Germany. To further insure Frankfurt's defense, the remaining major element of the V Corps is the 4th Brigade of the 4th Mechanized Infantry Division (based at Wiesbaden). This brigade is the "lead" element of the 4th Mech, which is normally based back in the U.S.A. The 4th Mech has a complete set of weapons and equipment stockpiled west of the Rhine. The troops of the 4th Mech will fly into Frankfurt (*the* major aerial gateway in West Germany), go to their stockpiled equipment, and join the war — all no later than seven days after the war starts. But to do this Frankfurt must be held. And the 4th Brigade will be thrown in to assist from day one. All of the remaining elements of the V Corps are support units (combat and non-combat). These are represented in the game as "non-divisional Combat Support Points."

The Warsaw Pact forces are represented in the game by the Soviet 1st Guards Tank Army. With its headquarters in the suburbs of Dresden, the 1st Guards is probably the single most powerful Soviet army in East Germany. By definition, this makes the 1st Guards the most powerful army in the entire Soviet ground forces. An elite unit, like all others in East Germany, it contains the best troops, weapons, and equipment the Soviet Union can produce. The 1st Guards consists of five divisions; the 27th Guards Mechanized Infantry division and four tank divisions — the 7th Guards, 9th, 6th, Guards and 11th Guards. In addition, one scenario contains elements of the 109th Guards Airborne Division (which is not normally attached to the 1st Guards). The most frequently encountered Soviet units in the game are the 27th Guards and the 7th Guards. As with the U.S. V Corps, the 1st Guards Army has the usual plethora of support units. Shown elsewhere in these rules is a chart displaying each side's doctrine on the assignment of non-divisional Combat Support Points (21.42).

The Battlefield. The area in which all of our scenarios take place is called Hesse by the Germans (which is fair enough, as Hessian mercenaries in British pay fought up and down the east coast of the United States some 200 years ago). For the Warsaw Pact forces to reach the Rhine they must go through Hesse. Physically, the area is hilly and wooded. The wide open spaces of mother Russia it isn't. Although the terrain is basically rugged, it is not all that difficult to move across. There are a lot of roads and other evidence of human habitation. Only the main roads ("Autobahns" or superhighways and other principal roads, some of which aren't that super) are shown. But for a war this short, who's going to notice. This road network allows an unopposed mechanized army to make prodigious marches (in theory, over 300 miles in one 24-hour period; that isn't war, it's tourism). Most of the rivers are obstacles more for the gulleys they run through than for the depth of their water (usually quite fordable).

A Short Description of The Scenarios

The Battle for Hesse Trilogy. This is a group of three scenarios that are linked together in one basic situation. The opening scenario is "Incident on Bundestrasse 49." This is the classic meeting engagement. Next comes "The Thin Red Line" which deals with the situation behind the first one. The meeting engagement has the first wave of the 1st Guards Tank Army (one mech and one tank division) meeting a U.S. mech division. The second wave (two tank divisions) is some 40-60 miles behind the first and is to pass through the first wave should the first wave have to burn itself out against enemy resistance. This second scenario has a U.S. armored division coming up from the south with the intention of doing fatal damage to this second wave. The Soviet intention is to minimize the damage and get all help to the first wave, so that the third scenario might be played out. This third part of the trilogy is "To The Green Fields Beyond" and is a set piece battle. It assumes that the initial meeting engagement resulted in a stalemate. Following their doctrine, the Soviet mech division goes over to the defensive while the tank division reforms behind it to attempt a breakthrough of the U.S. line. Additional ammunition and support units are brought up. The U.S. division also reinforces, but the Soviets have two divisions, the U.S. unit is spread thin, and the Soviets also have — most importantly — the initiative. If, in addition, the Soviets win the "Thin Red Line" scenario they will have an additional tank division coming on, which will make the U.S. position rather tenuous. And that's the Battle for Hesse trilogy.

A variation on the Battle for Hesse trilogy is ***The Marburg Variations***, which is nothing more than the Battle for Hesse scenarios played on the northern map. This is a viable option. The Soviets are merely shifting their axis of advance 30–40 km to the north.

An unusual scenario is the ***Siege of Ziegenhain***. This one has a Soviet airborne regiment landing behind U.S. lines and holding the area around an old fortified town until a Soviet tank division can link up with it. A U.S. mech division is attempting to prevent all of this relief and linking up activity. A rather fluid situation.

In order to show off the U.S. offensive capabilities, we have the ***Spoiling Attack*** scenario. Here a U.S. armored division goes after a Soviet mech division on the defensive, the objective being to crash into the Soviet rear area to spoil a building offensive. Another race against time, and tenacious Soviet defense.

There are a number of scenarios using both maps. These include a very fluid one aptly titled ***The 11th Cav Goes For Broke.*** Here the 11th Armored Cavalry Regiment, spared a Soviet overrun at Fulda, hustles north to delay a Soviet thrust well on its way to the Rhine. Trundling up right behind the 11th is the U.S. 3rd Armored, which will hopefully get north before the 11th gets sent south by the two Soviet tank divisions it runs into.

A very interesting scenario is ***The Audacious Assault.*** This one demonstrates a tactical option opening to the Soviets. Taking the BMP regiments from three divisions, these units are sent hurtling westward with the idea of disrupting NATO rear areas before any effective resistance can be mustered. Well, it might work. Here the 8th Mech division comes into the area piecemeal (those BMP units are fast little buggers) while the Soviet battalions hurtle southward toward Frankfurt and the land of the big PX's.

"The Russians Are Coming" scenario was, like the "Audacious Assault," suggested to us by some military analysts working for the government in the Washington, D.C. area. In this scenario, the premise is the situation following a breakthrough. The fellows who did this went so far as to type it in our format! They typed it on their own text editing machines, which conveniently place the word UNCLASSIFIED at the top of the page. That was misleading. We tried the scenario out and would classify it as pretty good.

As an introduction to the game system we have a little gem called ***The Advance on Fritzlar***. Involving only a handful of U.S. and Soviet units, it is a good scenario to learn the game mechanics with. It can use just the north map, or both north and south maps together.

Finally, we have a section on building your own scenarios. All the raw materials are in the game. It's simply a matter of putting them together.

CASES:

[23.1] INTRODUCTION

NATO Division Commander is designed to provide the utmost in flexibility. Most of the "machinery" is exposed to the view of the Players, like a watch with a glass back. Nowhere does this flexibility become more evident than in the scenarios. Although a full line of complete and ready-to-play scenarios are provided, the Players are free to construct their own versions of the situations. This option is supported by specific game mechanisms which allow a systematic and intelligent change of the various scenario specifications.

[23.11] Scenario Format

The many and differing factors entering into a scenario in ***NATO Division Commander*** require a complex format in order to minimize the space needed to represent the relevant information. This format however, must be explained.

Each scenario (Sections 24.0 through 34.0) consists of six or seven Cases. Each of those Cases deals with a certain area of information necessary to play the scenario. The Cases of Section 23.0 correspond to the Cases of the scenarios themselves. In addition, some Cases in this Section explain procedures used to set up scenarios. Each Case in this Section that corresponds with the Cases in the scenarios deals in general terms with the more detailed information provided in the corresponding scenario Cases.

[23.12] Scenario Variability
Players may use the scenarios of *NATO Division Commander* in several different ways. In the truest sense, all of these scenarios are just suggestions. Order of Battle, turn of entry, and the objective of the offensive are no more than guesses (although educated guesses). Even though Players should feel free to experiment with the scenario conditions, some aspects of the scenarios are more suitable for variation than others. These factors, called variables, are T/O level, CPS level, mode status, ammunition level and leadership levels. Each scenario provides two levels of information about each variable.

[23.13] Specific Scenario Values
The first level of information is the exact specification of the values and states of the variables (T/O, CSP, mode, ammunition and leadership). These values are provided in tabular format in the Scenario Charts (23.8).

Players who want their scenarios cut and dried will prefer the specific information. This allows the game to be set up and played immediately. No time need be wasted in the methods for determining the values of the variables. The specific values were determined by the same procedures that a Player would use as instructed by Case 23.3.

[23.14] General Scenario Specifications.
The second level is general information (given in Case 00.3 of each scenario Section). This general information allows the Players the option of random variations (within well defined limits) of some of the key elements of the scenarios. This tells the Players how to determine the initial values for the variables. Usually this translates into a specific column on the Initial Value Table.

[23.15] The Map

The various scenarios of *NATO Division Commander* are played on portions of the mapsheet called the North, South and Full maps. Which section to use is noted in the individual scenario descriptions.

- **Map Boundaries**

The mapsheet is divided into regions called sectors, each with a sector name. Maps are defined by the sectors which compose them.

- **The North Map**

The North map is composed of all sectors A, B, C, D and E.

- **The South Map**

The South map is composed of all sectors F, G, H, J and K.

- **The Full Map**

The Full map is composed of both the North and South map sectors.

- **Map Limits**

In some scenarios portions of the mapsheet are excluded from play. Treat sector boundaries of excluded sectors as map edges.

Note: Players may either ignore sectors not in use or they may fold the map over to conserve space.

[23.2] FORCES

Most scenarios deal with actions in which entire divisions are committed to combat (the organizational structure of the various units represented in the game are noted in the following text). Occasionally ad hoc formations, or part of a division, may be represented. These oddities are specifically dealt with in the appropriate portion of the individual scenario description.

Each Player's forces are listed in the individual forces section of each scenario. The listing is by parent unit. Players are referred to the Scenario Charts, which are organized according to unit, to determine the specific information pertinent to the units listed for the scenario to be played. Accompanying the Scenario Charts is an explanation of how to read the data for a unit in a given scenario. The data listed on the Charts include T/O level, battalion leader rating, set-up or entry mode and hex for each battalion; leader ratings of all division officers; and allocations of Combat Support Points, ammunition, and Staff Points among various headquarters.

[23.21] U.S. Organization

3rd Armored Division

Headquarters: DIVMAIN, DIVTAC, DIVARTY, DISCOM

1st Brigade: 1st Brigade Headquarters, 2/32 Armored Battalion, 2/33 Armored Battalion, 3/33 Armored Battalion, 2/36 Mechanized Battalion, 3/36 Mechanized Battalion.

2nd Brigade: 2nd Brigade Headquarters, 1/33 Armored Battalion, 1/48 Mechanized Battalion, 2/48 Mechanized Battalion.

3rd Brigade: 3rd Brigade Headquarters, 1/32 Armored Battalion, 3/32 Armored Battalion, 1/36 Mechanized Battalion.

Divisional Units: 3/12 Armored Cavalry Squadron.

8th Mechanized Division

Headquarters: DIVMAIN, DIVTAC, DIVARTY, DISCOM

1st Brigade: 1st Brigade Headquarters, 4/69 Armored Battalion, 2/28 Mechanized Battalion, 2/87 Mechanized Battalion

2nd Brigade: 2nd Brigade Headquarters, 1/68 Armored Battalion, 2/68 Armored Battalion, 1/13 Mechanized Battalion, 1/39 Mechanized Battalion, 1/87 Mechanized Battalion

3rd Brigade: 3rd Brigade Headquarters, 3/68 Armored Battalion, 5/68 Armored Battalion, 2/13 Mechanized Battalion

Divisional Units: 3/8 Armored Cavalry Squadron

4th Mechanized Division (detachment)

4th Brigade: 4th Brigade Headquarters, 1/70 Armored Battalion, 1/12 Mechanized Battalion, 2/12 Mechanized Battalion, A Troop 1/10 Armored Cavalry Squadron

11th Armored Cavalry Regiment

11 ACR Headquarters, 1/11 Armored Cavalry Squadron, 2/11 Armored Cavalry Squadron, 3/11 Armored Cavalry Squadron.

[23.22] Soviet Organization

27th Motorized Rifle Division

Headquarters: DIVMAIN, DIVALT

91st Motorized Rifle Regiment: 91st Regiment Headquarters, 1/91 BMP Battalion, 2/91 BMP Battalion, 3/91 BMP Battalion

92nd Motorized Rifle Regiment: 92nd Regiment Headquarters, 1/92 BTR Battalion, 2/92 BTR Battalion, 3/92 BTR Battalion

93rd Motorized Rifle Regiment: 93rd Regiment Headqurters, 1/93 BTR Battalion, 2/93 BTR Battalion, 3/93 BTR Battalion

94th Tank Regiment: 94th Regiment Headquarters, 1/94 Tank Battalion, 2/94 Tank Battalion, 3/94 Tank Battalion

Divisional Units: 27th Reconnaissance Battalion, 27th Independent Tank Battalion

7th Gd. Tank Division

Headquarters: DIVMAIN, DIVALT

25th Tank Regiment: 25th Regiment Headquarters, 1/25 Tank Battalion, 2/25 Tank Battalion, 3/25 Tank Battalion

26th Tank Regiment: 26th Regiment Headquarters, 1/26 Tank Battalion, 2/26 Tank Battalion, 3/26 Tank Battalion

27th Tank Regiment: 27th Regiment Headquarters, 1/27 Tank Battalion, 2/27 Tank Battalion, 3/27 Tank Battalion

28th Motorized Rifle Regiment: 28th Regiment Headquarters, 1/28 BMP Battalion, 2/28 BMP Battalion, 3/28 BMP Battalion

Divisional Units: 7th Reconnaissance Battalion

11th Gd. Tank Division

Headquarters: DIVMAIN, DIVALT

33rd Tank Regiment: 33rd Regiment Headquarters, 1/33 Tank Battalion, 2/33 Tank Battalion, 3/33 Tank Battalion

34th Tank Regiment: 34th Regiment Headquarters, 1/34 Tank Battalion, 2/34 Tank Battalion, 3/34 Tank Battalion

35th Tank Regiment: 35th Regiment Headquarters, 1/35 Tank Battalion, 2/35 Tank Battalion, 3/35 Tank Battalion

36th Motorized Rifle Regiment: 36th Regiment Headquarters, 1/36 BMP Battalion, 2/36 BMP Battalion, 3/36 BMP Battalion

Divisional Units: 11th Reconnaissance Battalion

109th Airborne Division

Headquarters: DIVMAIN, DIVALT

1st Airborne Regiment: 1st Regiment Headquarters, 1/1 Airborne Battalion, 2/1 Airborne Battalion, 3/1 Airborne Battalion

2nd Airborne Regiment: 2nd Regiment Headquarters, 1/2 Airborne Battalion, 2/2 Airborne Battalion, 3/2 Airborne Battalion

3rd Airborne Regiment: 3rd Regiment Headquarters, 1/3 Airborne Battalion, 2/3 Airborne Battalion, 3/3 Airborne Battalion

Divisional Units: 109th Reconnaissance Company

[23.3] VARIABLES

As mentioned in the Introduction (23.1) the variables of a scenario can be altered to provide variety, play balance or to test hypotheses.

Variables can be altered in one of three ways.

1. New values can be assigned by the Players according to their whims.

2. New values can be obtained from the Initial Value Table and the other tables within the limits given in the scenario. See Table 19.81 and Case 19.9 for the determination of initial values.

3. New values can be obtained from the various tables without regard to the limits imposed by the scenario restrictions. Players are cautioned that this may result in strange outcomes.

[23.31] The Initial Value Table (23.32) allows you to derive T/O and Command Ratings (for Regiment/Brigade and Battalions) based on 11 different levels of quality (labeled A through K with A being the highest).

[23.32] Initial Value Table
(see charts and tables)

[23.33] The Initial Value Columns on the Initial Value Table used for Soviet leaders are FDC (First Deputy Commander): C; COS (Chief of Staff): D; DAO (Division Artillery Officer): D; RC (Regimental Commanders): E. For Soviet Headquarters units, Initial Value Columns used are DIVMAIN HQ: H; DIVALT: K; Regiment HQ's: G.

[23.34] The Initial Value Columns on the Initial Value Table used for American leaders are ADC-1 (Assistant Division Commander): C; ADC-2: C; COS (Chief of Staff): C; DAC (Division Artillery Commander): D; DSC (DISCOM Commander):

E; Brigade Commanders: D. For American Headquarters units, Initial Value Columns used are DIVMAIN: F; DIVTAC: I; DIVARTY: F; DISCOM: F; Brigade HQ's: E.

[23.4] SET-UP AND REINFORCEMENTS

Each scenario gives the formations to be used as well as their starting hexes or entry areas.

[23.41] Defensive scenarios have the defending divisions set up according to doctrine. The Doctrine Section of the rules (21.0) give the general "rules of deployment" for each army. These rules allow for some latitude in set-up. Players may, upon mutual agreement, vary from the set-up given in the scenario as long as such deviations do not conflict with that army's doctrine. The same general rule applies for the attacking force. You may modify any "set-piece" set-up as long as you do not deviate from the spirit of the doctrine. Experiment, but try not to go crazy.

[23.42] Entry areas are generally given in terms of a side of the map. Consult the various "March Orders" for each army (see 21.1) and select one for each division or independent brigade entering. Although the number of columns in which the division may enter can vary from one to four, the width of the entire division's sector will never be more than 10-17 hexes wide. To attain the maximum in realism, the Player entering the map should commit himself to an entry sector at the beginning of the game. This should be done in writing, although kept secret from the other Player until the entering force comes on the map.

[23.43] The Doctrine Section (21.0) contains the march orders. These show the order of entry as well as the Movement Points for each unit (as the units are "strung out" on the roads behind each other). Units do not have to enter on a road. However, each unit in a column must enter the map on the same hex that the first unit in the column entered. If this hex is blocked by Enemy units or Zones of Control, the entering Player must designate the nearest (to the original entry hex) unblocked hex as the next entry hex. This is the only way the entering Player can change an entry hex once a column has begun to use it.

[23.44] Default Mode

Rather than have mode markers on all units, you should determine which single mode is used by the greatest number of units. Consider this the "default mode." Do not put a mode marker on all units in the default mode. Instead, keep a mode marker for that mode off to one side to remind you which mode the default mode is. Often the entire division will be in the same mode at one time or another, if not for the entire game.

[23.5] STANDARD VICTORY POINTS SCHEDULE AND VICTORY CONDITIONS

NATO Division Commander covers only "battles" which do not, in themselves, represent decisive victory. In order to represent the decisive victory aspect of modern warfare the victory conditions reflect not only mastery of the immediate battlefield but also the subsequent operations in which mastery of the battlefield (as shown by operations on the playing map) would be exploited for a decisive victory. This decisive victory would be accomplished by going behind the division area into the Enemy rear where essential support and control units and installations would be destroyed thus eliminating the enemy ability to resist further. In most scenarios the same victory point system is used. This system is described in the following Procedure.

Procedure:

The attacking Player secretly designates exit sectors. By getting as many regiments off the map as early in the game as possible, the attacking Player wins (by degrees, depending on how successful he is). Failure to obtain a minimum number of victory points gives victory to the defending Player.

[23.51] Only one side in a scenario can obtain Victory Points. This side is generally the stronger ("attacking") Player.

[23.52] Victory Points are obtained for exiting complete regiments (one regimental/brigade headquarters and at least three battalions, having between them a total of at least eight steps) off the map from previously designated sectors. Usually only tank regiments are allowed for the Soviets. Once exited, units may never re-enter the game.

[23.53] The "Primary Exit Sector" is secretly chosen by the superior (stronger) Player before play begins. The sector identification is written down and not revealed until the end of the game. Only sectors opposite from the superior Player's "entry" edge of the map may be primary exit sections. For example, if the superior Player's units are entering from the north edge of the map, a primary exit sector must be chosen from among the *sectors of the south edge* of the playing map.

[23.54] The number of Victory Points per regiment (or brigade) will vary depending on the Game-Turn in which the units are exited and whether the actual exit sector is the primary, adjacent, or secondary exit sector.

Time/Sector Victory Points Adjustment Schedule

Sector	*Turns 1–2*	*Turns 3–5*	*Turns 6+*
Primary	8	5	2
Adjacent	5	3	1
Secondary	2	1	0

The number indicates the number of Victory Points gained per regiment exited in the Game-Turn and sector indicated.

[23.55] The Primary Sector is chosen by the superior (stronger) Player. The Adjacent Sectors are the two sectors on either side (adjacent to) the Primary Sector. The Secondary Sectors are the two sectors adjacent to the Adjacent Sectors. This makes for a total of five sectors the superior Player may exit from. For example, the superior Player is entering on the east edge of the south map (sectors F8, G8, H8, I8, J8). He may choose as his Primary Sector any of the sectors on the west edge of the map (sectors F1, G1, H1, I1, J1). The superior Player chooses sector F1 as his Primary Sector. This makes sectors G1 and F2 the Adjacent Sectors and sectors H1 and F3 his Secondary Sectors.

[23.56] With respect to a particular unit, a Line of Communication is defined as a path of unbroken road hexes, no more than one Game-Turn's movement away from that unit in terms of its current Movement Allowance, which is free of Enemy units or their Zones of Control and leads off a Friendly mapedge (western mapedge for the U.S., eastern mapedge for the Soviets).

Player's Note: It goes without saying that the foregoing system puts a premium on getting there "first with the most." You can win the game quickly as the attacker if you are willing to take chances. Taking chances is a calculated risk. Well, it should be a "calculated" risk. If you just go charging for the opposite edge of the battlefield, you should do so keeping in mind *all* of the victory conditions — in particular the requirement that you exit only complete regiments (or brigades). This is necessary to realistically represent the necessity to get into the Enemy rear area as the "superior" force. Independent battalions might find themselves outgunned by what they encounter. The rear area people are not unarmed. Nor do they lack combat support (artillery, air, etc.) or eventual reinforcing ground combat units. It is deceptively easy to get single battalions through the Enemy lines. Complete regiments are another matter. Keep this in mind and you won't hand the other Player a cheap victory.

[23.6] ADJUSTING VICTORY CONDITIONS

No two Players are equal in skill. In addition, some perform better in the offense, some in the defense. Not all situations are inherently "balanced." The victory conditions given in the ***NATO Division Commander*** scenarios generally favor the defense. Make any of the following adjustments to give the offense (or defense) more of an edge.

[23.61] The number of columns in which the divisions enter the map has a decisive effect. One column favors the defense, four columns favors the offense (considerably).

[23.62] Changing the Game-Turn that reinforcements enter changes play balance. This is already suggested in some scenarios. Like most other victory condition adjustments, this one can have considerable effect with even one Game-Turn difference. Handle with care.

[23.63] Change any one of the variables (T/O, leadership, etc). Ammunition (if you use that option) can have considerable effect, especially for the defense.

Player's Note: Since no NATO (or Warsaw Pact) division commander has ever led a division into combat, the scenarios are hypothetical. So are our "given" levels for the mix of opposing forces and variable levels. The scenarios are based on the types of situations both armies say they plan to encounter. No one knows exactly what will happen. We have laid out the available information as best we can. This applies particularly to the victory conditions. The game was designed to suit NATO and Warsaw Pact estimates of the situation and/or new or different information. Not being a historical situation, the game is vulnerable to considerable change. The game was designed to accommodate this change as efficiently as possible.

[23.7] BUILDING YOUR OWN SCENARIOS

The scenarios given were based on our own analysis of a likely chain of events in a future war. The basis of this analysis was taken from the initial set up for the "Central Front" as shown in the *Next War* game. We concluded that there was a high likelihood of significant battles being fought in the area depicted on the ***NATO Division Commander*** maps. The scenarios subsequently constructed were, however, only one opinion. Given the materials in the game, you could easily construct your own. Indeed, the "11th Cav Goes For Broke" scenario was redesigned by one of our blindtesters (outside-of-N.Y. playtesters). This fellow also happened to be an officer in an armored division, which may account for some of that scenario's flavor. Building your own scenarios will be made easier if you follow the following guidelines. (Which also, oddly enough, apply to designing games).

[23.81] Decide what you are going to do before you do it. Decide what type of engagement you want to depict, what forces are to be involved, and what the objectives (victory conditions) are to be. This may sound obvious, but many people charge right ahead without taking such obvious steps.

[23.82] Work out *all* the details of initial set-ups before playing around with your scenario. This includes writing the set-up down so that you can accurately reproduce it when you re-test it. One well tried method is to develop a new scenario out of an existing one. You'll often get better results that way than if you start from scratch.

[23.83] If you start from scratch, refer to World War II history. Things haven't really changed that much. Weapons lethality has apparently increased (by as much as 100%) although the speed of mechanized units (as opposed to individual vehicles) has remained the same.

[23.8] SCENARIO CHARTS

(see center eight pages)

[24.0] INCIDENT ON BUNDESTRASSE 49

CASES:

[24.1] INTRODUCTION

[24.11] Commentary
The Soviets expect that the majority of actions occurring in any future conflict will be meeting engagements. This scenario shows two Soviet divisions encountering a U.S. mechanized division. This type of engagement is especially important, since the outcome of any further actions would depend on the result of the meeting engagement.

[24.12] Map
This scenario is played on the South map.

[24.13] Game Length
This scenario is nine Game-Turns long.

[24.14] First Player
The Soviet Player moves first.

[24.2] FORCES

[24.21] U.S. Forces
U.S. 8th Mechanized Division

[24.22] Soviet Forces
Soviet 27th Motorized Division
Soviet 7th Guards Tank Division

[24.3] VARIABLES

[24.31] T/O Levels
U.S.: B. **Soviet:** B.

[24.32] CSP Levels
U.S.: Average. **Soviet:** Average.

[24.33] Mode Status
U.S.: Movement. **Soviet:** Movement

[24.34] Ammunition Point Levels
U.S.: Average. **Soviet:** Average

[24.35] Leadership Levels
All Leadership values are standard (see 23.33).

[24.4] SET-UP AND REINFORCEMENTS

[24.41] U.S. Set-Up
See Scenario Charts for U.S. initial set-up (**8th Mech Div:** 3/8 AC Regt; 1st Bde).

[24.42] U.S. Reinforcements
Game-Turn 1: 2nd Bde/8th Mech enters west mapedge.

Game-Turn 2: All remaining U.S. units that do not set up initially enter west mapedge, using one column Division March Order (1st Bde, DIVTAC, DIVARTY, 3rd Bde, DIVMAIN, DISCOM).

[24.43] Soviet Set-Up
No Soviet units start on the map.

[24.42] Soviet Reinforcements
Game-Turn 1: All Soviet units enter east mapedge.

[24.5] VICTORY CONDITIONS

[24.51] Victory Points
Victory Points are awarded to the Soviet Player for exiting tank regiments from the map. These points are awarded in accordance with the standard Victory Points Schedule and Victory Conditions (see 23.6).

[24.52] Determining Victory
Victory is determined by the total Victory Points accumulated by the Soviet Player.

Total Soviet Victory Points	Level of Victory
4 or fewer	U.S. Victory
5 through 9	Soviet Tactical
10 through 14	Soviet Substantive
15 or more	Soviet Decisive

[24.6] SPECIAL RULES

The U.S. units entering as reinforcements on Game-Turn 2 have their Movement Allowances halved for the Game-Turn of entry only.

[25.0] THE THIN RED LINE

CASES:

[25.1] INTRODUCTION

[25.11] Commentary
In the event that the initial Soviet attack bogs down or the units involved become exhausted, the following wave is supposed to come up and complete the breakthrough. The U.S. reaction would be to try to disrupt this attack before it could gain momentum.

[25.12] Map
This scenario is played on the South map.

[25.13] Game Length
This scenario is nine Game-Turns long.

[25.14] First Player
The U.S. Player moves first.

[25.2] FORCES

[25.21] U.S. Forces
U.S. 3rd Armored Division

[25.22] Soviet Forces
Soviet 7th Guards Tank Division
Soviet 11th Guards Tank Division

[25.3] VARIABLES

[25.31] T/O Levels
U.S.: B. **Soviet:** B.

[25.32] CSP Levels
U.S.: High. **Soviet:** Average.

[25.33] Mode Status
U.S.: Movement. **Soviet:** Movement.

[25.34] Ammunition Point Levels
U.S.: Average. **Soviet:** Average.

[25.35] Leadership Levels
All Leadership values are standard (see 23.33).

[25.4] SET-UP AND REINFORCEMENTS

[25.41] U.S. Set-Up
No U.S. units start on the map.

[25.42] U.S. Reinforcements
Game-Turn 1: All U.S. units enter south mapedge.

[25.43] Soviet Set-Up
No Soviet units start on the map.

[25.44] Soviet Reinforcements
Game-Turn 1: All Soviet units enter east mapedge.

[25.5] VICTORY CONDITIONS

[25.51] Victory Points
Victory Points are awarded to the Soviet Player for exiting tank regiments from the map. These points are awarded in accordance with the standard Victory Points Schedule and Victory Conditions. (see 23.6).

[25.52] Determining Victory
Victory is determined by the total Victory Points accumulated by the Soviet Player.

Total Soviet Victory Points	Level of Victory
4 or fewer	U.S. Victory
5 through 9	Soviet Tactical
10 through 14	Soviet Substantive
15 or more	Soviet Decisive

[26.0] TO THE GREEN FIELDS BEYOND

CASES:

[26.1] INTRODUCTION

[26.11] Commentary
When mobile engagement fails, the Soviets intend to proceed with a set piece assault. Unit density would reach its highest in such a battle.

[26.12] Map
This scenario is played on the South map.

[26.13] Game Length
This scenario is nine Game-Turns long.

[26.14] First Player
The U.S. Player sets up first. The Soviet Player moves first.

[26.2] FORCES

[26.21] U.S. Forces
U.S. 8th Mechanized Division
U.S. 4th Brigade/4th Mechanized Division

[26.22] Soviet Forces
Soviet 7th Guards Tank Division
Soviet 27th Motorized Division
Soviet 11th Guards Tank Division

[26.3] VARIABLES

[26.31] T/O Levels
U.S.: 8th Mech Div: C; **4th Mech Bde:** A. **Soviet: 27th Mot Div:** D; **7th Gd Tank:** C; **11th Gd Tank:** B.

[26.32] CSP Levels
U.S.: 8th Mech Div: High; **4th Mech Bde:** Low. **Soviet: 27th Mot Div:** Average; **7th Gd Tank:** High; **11th Gd Tank:** Average.

[26.33] Mode Status
U.S.: 8th Mech Div: Defense; **4th Mech Bde:** Movement. **Soviet: 27th Mot Div:** Defense; **7th Gd. Tank:** Attack; **11th Gd Tank:** Movement.

[26.34] Ammunition Point Levels
U.S.: 8th Mech Div: High; **4th Mech Bde:** Average. **Soviet: 27th Mot Div:** Average; **7th Gd Tank:** High; **11th Gd Tank:** Average.

[26.35] Leadership Levels
All Leadership values are standard (see 23.33).

[26.4] SET-UP AND REINFORCEMENTS

[26.41] U.S. Set-Up
See Scenario Charts for U.S. initial set-up (**11th AC Regt:** 2/11; **8th Mech Div**).

[26.42] U.S. Reinforcements
Game-Turn 4: 4th Mech Bde enters west mapedge (see 29.6 for special rules affecting this time of entry).

[26.43] Soviet Set-Up
See Scenario Charts for Soviet initial set-up (**27th Mot Div; 7th Gd Tank Div**).

[26.44] Soviet Reinforcements
Game-Turn 4: 11th Gd Tank Div enters east mapedge (see 29.6 for special rules affecting this time of entry)

[26.5] VICTORY CONDITIONS

[26.51] Victory Points
Victory Points are awarded to the Soviet Player for exiting tank regiments from the map. These

points are awarded in accordance with the standard Victory Point Schedule and Victory Conditions (see 23.6)

[26.52] Determining Victory
Victory is determined by the total Victory Points accumulated by the Soviet Player.

Total Soviet Victory Points	Level of Victory
4 or fewer	U.S. Victory
5 through 9	Soviet Tactical
10 through 14	Soviet Substantive
15 or more	Soviet Decisive

[26.6] SPECIAL RULES

[26.61] There are four U.S. units not associated with any brigade listed in the set-up. These units are under divisional control until they come within 10 hexes of any brigade HQ, at which time they are transferred to that brigade. Players may at their option attach these units to any HQ they wish from the start of the game.

[26.62] The U.S. 4th Mechanized Brigade normally enters on Game-Turn 4. If the U.S. Player is a perceptibly poorer Player than the Soviet Player, these units may enter on Game-Turn 2 or 3, at the Players' option.

[26.63] The Soviet 11th Guards Tank Division normally enters on Game-Turn 4. If the Soviet Player is a perceptibly poorer Player than the U.S. Player, these units may enter on Game-Turn 2 or 3 at the Players' option.

[26.64] Instead of allowing the poorer Player's reinforcements to enter early, the Players may decide to delay the better Player's reinforcements. These delayed reinforcements would arrive on Game-Turn 5 or 6, at the Players' option.

[27.0] INCIDENT ON BUNDESTRASSE 3 Marburg Variation

CASES:

[27.1] INTRODUCTION

[27.11] Commentary
Identical to the Incident on Bundestrasse 49 in scope, this scenario deals with a Soviet attack along an axis some 25 miles further north.

[27.12] Map
This scenario is played on the North map.

[27.13] Game Length
This scenario is nine Game-Turns long.

[27.14] First Player
The U.S. Player moves first.

[27.2] FORCES

[27.21] U.S. Forces
U.S. 8th Mechanized Division

[27.22] Soviet Forces
Soviet 27th Motorized Division
Soviet 7th Guards Tank Division

[27.3] VARIABLES

[27.31] T/O Levels
U.S.: B. **Soviet:** B.

[27.32] CSP Levels
U.S.: Average. **Soviet:** Average.

[27.33] Mode Status
U.S.: Movement. **Soviet:** Movement.

[27.34] Ammunition Point Levels
U.S.: Average. **Soviet:** Average

[27.35] Leadership Levels
All Leadership values are standard (see 23.33).

[27.4] SET-UP AND REINFORCEMENTS

[27.41] U.S. Set-Up
See Scenario Charts for U.S. initial set-up (**8th Mech Div:** 3/8 AC Regt; 1st Bde).

[27.42] U.S. Reinforcements
Game-Turn 1: 2nd Bde/8th Mech Div enters west mapedge

Game-Turn 2: All remaining U.S. units that do not set up initially enter west mapedge.

[27.43] Soviet Set-Up
No Soviet units start on the map.

[27.44] Soviet Reinforcements
Game-Turn 1: All Soviet units begin to enter east mapedge.

[27.5] VICTORY CONDITIONS

[27.51] Victory Points
Victory Points are awarded to the Soviet Player for exiting tank regiments from the map. These points are awarded in accordance with the standard Victory Points Schedule and Victory Conditions (see 23.6).

[27.52] Determining Victory
Victory is determined by the total Victory Points accumulated by the Soviet Player.

Total Soviet Victory Points	Level of Victory
4 or fewer	U.S. Victory
5 through 9	Soviet Tactical
10 through 14	Soviet Substantive
15 or more	Soviet Decisive

[27.6] SPECIAL RULES

The U.S. units entering as reinforcements on Game-Turn 2 have their Movement Allowance halved for the Game-Turn of entry only.

[28.0] THE THIN RED LINE Marburg Variation

CASES:

[28.1] INTRODUCTION

[28.11] Commentary
This scenario deals with the Soviet follow-up to their attack dealt with in Incident on Bundestrasse 3. It is identical in scope to the Thin Red Line (25.0) except that the axis of the Soviet attack is shifted 25 miles north.

[28.12] Map
This scenario is played on the North map.

[28.13] Game Length
This scenario is nine Game-Turns long.

[28.14] First Player
The U.S. Player moves first.

[28.2] FORCES

[28.21] U.S. Forces
U.S. 3rd Armored Division

[28.22] Soviet Forces
Soviet 7th Guards Tank Division
Soviet 11th Guards Tank Division

[28.3] VARIABLES

[28.31] T/O Levels
U.S.: B. **Soviet:** B.

[28.32] CSP Levels
U.S.: High. **Soviet:** High.

[28.33] Mode Status
U.S.: Movement. **Soviet:** Movement.

[28.34] Ammunition Point Levels
U.S.: Average. **Soviet:** Average.

[28.35] Leadership Levels
All Leadership values are standard (see 23.33).

[28.4] SET-UP AND REINFORCEMENTS

[28.41] U.S. Set-Up
No U.S. units start on the map.

[28.42] U.S. Reinforcements
Game-Turn 1: All U.S. units enter the west mapedge.

[28.43] Soviet Set-Up
No Soviet units start on the map.

[28.44] Soviet Reinforcements
Game-Turn 1: All Soviet units enter the east mapedge.

[28.5] VICTORY CONDITIONS

[28.51] Victory Points
Victory Points are awarded to the Soviet Player for exiting tank regiments from the map. These points are awarded in accordance with the standard Victory Points Schedule and Victory Conditions (see 23.6).

[28.52] Determining Victory
Victory is determined by the total Victory Points accumulated by the Soviet Player.

Total Soviet Victory Points	Level of Victory
4 or fewer	U.S. Victory
5 through 9	Soviet Tactical
10 through 14	Soviet Substantive
15 or more	Soviet Decisive

[29.0] TO THE GREEN FIELDS BEYOND Marburg Variation

CASES:

[29.1] INTRODUCTION

[29.11] Commentary
This scenario is identical in scope to the Green Field Beyond scenario (26.0). The Soviet attack is occurring 25 miles north of the one depicted in that scenario.

[29.12] Map
This scenario is played on the North map.

[29.13] Game Length
This scenario is nine Game-Turns long.

[29.14] First Player
The U.S. Player sets up first. The Soviet Player moves first.

[29.2] FORCES

[29.21] U.S. Forces
U.S. 8th Mechanized Division
U.S. 4th Brigade/4th Mechanized Division
U.S. 2/11 AC Sqd/11th Armored Cavalry Regiment

[29.22] Soviet Forces
Soviet 7th Guards Tank Division
Soviet 27th Motorized Division
Soviet 11th Guards Tank Division

[29.3] VARIABLES

[29.31] T/O Levels
U.S.: 8th Mech Div: C; **4th Mech Bde:** A. **Soviet: 27th Mot Div:** D; **7th Gd Tank:** B; **11th Gd Tank:** B.

[29.32] CSP Levels
U.S.: 8th Mech Div: High; **4th Mech Bde:** Low. **Soviet 27th Mot Div:** Average; **7th Gd Tank:** High; **11th Gd Tank:** Average.

[29.33] Mode Status
U.S.: 8th Mech Div: Defense; **4th Mech Bde:** Movement. **Soviet: 27th Mot Div:** Defense; **7th Gd Tank:** Attack; **11th Gd Tank:** Movement.

[29.34] Ammunition Point Levels
U.S.: 8th Mech Div: High; **4th Mech Bde:**

Average. **Soviet: 27th Mot Div:** Average; **7th Gd Tank:** High; **11th Gd Tank:** Average.

[29.35] Leadership Levels
All Leadership values are standard (see 23.33).

[29.4] SET-UP AND REINFORCEMENTS

[29.41] U.S. Set-Up
See Scenario Charts for U.S. initial set-up (**11th AC Regt:** 2/11; **8th Mech Div**).

[29.42] U.S. Reinforcements
Game-Turn 4: 4th Mech Bde enters west mapedge (see 29.6 for special rules affecting this time of entry).

[29.43] Soviet Set-Up
See Scenario Charts for Soviet initial set-up (**27th Mot Div; 7th Gd Tank Div**).

[29.44] Soviet Reinforcements
Game-Turn 4: 11th Gd Tank Div enters east mapedge (see 29.6 for special rules affecting this time of entry)

[29.5] VICTORY CONDITIONS

[29.51] Victory Points
Victory Points are awarded to the Soviet Player for exiting tank regiments from the map. These points are awarded in accordance with the standard Victory Point Schedule and Victory Conditions (see 23.6)

[29.52] Determining Victory
Victory is determined by the total Victory Points accumulated by the Soviet Player.

Total Soviet Victory Points	Level of Victory
4 or fewer	U.S. Victory
5 through 9	Soviet Tactical
10 through 14	Soviet Substantive
15 or more	Soviet Decisive

[29.6] SPECIAL RULES

[29.61] There are four U.S. units not associated with any brigade listed in the set-up. These units are under divisional control until they come within 10 hexes of any brigade HQ, at which time they are transferred to that brigade. Players may at their option attach these units to any HQ they wish from the start of the game.

[29.62] The U.S. 4th Mechanized Brigade normally enters on Game-Turn 4. If the U.S. Player is a perceptibly poorer Player than the Soviet Player, these units may enter on Game-Turn 2 or 3, at the Players' option.

[29.63] The Soviet 11th Guards Tank Division normally enters on Game-Turn 4. If the Soviet Player is a perceptibly poorer Player than the U.S. Player, these units may enter on Game-Turn 2 or 3 at the Players' option.

[29.64] Instead of allowing the poorer Player's reinforcements to enter early, the Players may decide to delay the better Player's reinforcements. These delayed reinforcements would arrive on Game-Turn 5 or 6, at the Players' option.

[30.0] THE SIEGE OF ZIEGENHAIN

CASES:

[30.1] INTRODUCTION

[30.11] Commentary
Despite U.S. airpower, Soviet airlandings remain a possibility. Once on the ground, the airborne units must survive until an assault force reaches them.

[30.12] Map
This scenario is played on the North map.

[30.13] Game Length
This scenario is nine Game-Turns long.

[30.14] First Player
The Soviet Player sets up first. The U.S. Player moves first.

[30.2] FORCES

[30.21] U.S. Forces
U.S. 8th Mechanized Division

[30.22] Soviet Forces
Soviet 11th Guards Tank Division
Soviet 109th Airborne Division

[30.3] VARIABLES

[30.31] T/O Levels
U.S.: B. **Soviet:** C.

[30.32] CSP Levels
U.S.: Average. **Soviet: 109th AB Div:** Low; **11th Gd Tank Div:** Average.

[30.33] Mode Status
U.S.: Movement. **Soviet: 109th AB Div:** Defense; **11th Gd Tank Div:** Movement

[30.34] Ammunition Point Levels
U.S.: Average. **Soviet: 109th AB Div:** Low; **11th Gd Tank Div:** Average.

[30.35] Leadership Levels
All Leadership values are standard (see 23.33).

[30.4] SET-UP AND REINFORCEMENTS

[30.41] U.S. Set-Up
No U.S. units start on the map.

[30.42] U.S. Reinforcements
Game-Turn 1: All U.S. units enter the west mapedge.

[30.43] Soviet Set-Up
See Scenario Chart for initial Soviet set-up (**109th AB Div**). Also see Case 30.6 for special rules on Soviet set-up.

[30.44] Soviet Reinforcements
Game-Turn 4: 11th Gd Tank Div enters the east mapedge.

[30.5] VICTORY CONDITIONS

Victory is determined by control of Ziegenhain. If the Soviet Player controls Ziegenhain (hex 3019), the Soviet Player wins; if the U.S. Player controls the town, the U.S. Player wins. In order to establish control of Ziegenhain, a Player must either have a unit in the town or have been the last Player to have had a unit in the town. The Soviet Player must also have a line of communication (as defined in Case 23.66) to establish control. The Soviet Player controls Ziegenhain at the start of the scenario.

[30.6] SPECIAL RULES

[30.61] Soviet Airborne Force
The units included in the Soviet airborne force are variable according to the relative abilities of the Players. If the Players are of approximately equal abilities, the Soviet airborne force consists of the 1/109 and 2/109 Regiments. If the Soviet Player is superior, delete the 2/109 Regiment from the Soviet airborne force. If the U.S. Player is superior, add the 3/109 Regiment to the Soviet airborne force. If the U.S. Player is of *markedly* superior ability, add the remaining HQs and divisional unit of the 109th Airborne Division to the Soviet airborne force.

[30.62] Soviet Drop Zones
For each Soviet airborne regiment included in the Soviet airborne force, the Soviet Player must select one hex as a "drop zone" for that regiment. In the event that the airborne force includes the divisional elements of the 109th Airborne, these elements are assigned a drop zone of their own. All units of a regiment (or the divisional elements) must set up within 4 hexes of the drop zone hex associated with that regiment. Ziegenhain must always be designated the drop zone for at least one regiment. More than one regiment may select the same drop zone hex.

[30.63] Reminder
Soviet airborne units, being "leg" troops, may enter only HA or HD mode.

[31.0] SPOILING ATTACK

CASES:

[31.1] INTRODUCTION

[31.11] Commentary
Most of the scenarios of *NATO Division Commander* deal with Soviet attacks. The U.S. offensive capability is also very substantial, and it is presented here.

[31.12] Map
This scenario may be played on either the North or South map.

[31.13] Game Length
This scenario is nine Game-Turns long.

[31.14] First Player
The U.S. Player moves first.

[31.2] FORCES

[31.21] U.S. Forces
U.S. 3rd Armored Division

[31.22] Soviet Forces
Soviet 27th Motorized Division
Soviet 11th Guards Tank Division

[31.3] VARIABLES

[31.31] T/O Levels
U.S.: B. **Soviet: 27th Gd Mot Div:** C; **11th Gd Tank Div:** B.

[31.32] CSP Levels
U.S.: High. **Soviet: 27th Gd Mot Div:** Low; **11th Gd Tank Div:** Average.

[31.33] Mode Status
U.S.: Movement. **Soviet: 27th Gd Mot Div:** Defense; **11th Gd Tank Div:** Movement.

[31.34] Ammunition Point Levels
U.S.: High. **Soviet: 27th Gd Mot Div:** Average; **11th Gd Tank Div:** High.

[31.35] Leadership Levels
All Leadership values are standard (see 23.33).

[31.4] SET-UP AND REINFORCEMENTS

[31.41] U.S. Set-Up
No U.S. units start on the map.

[31.42] U.S. Reinforcements
Game-Turn 1: All U.S. units enter the west mapedge.

[31.43] Soviet Set-Up
See Scenario Chart of Soviet initial set-up (**27th Mot Div**).

[31.44] Soviet Reinforcements
Game-Turn 5: 11th Gd Tank Div enters east mapedge (see 23.6 for variations).

[31.5] VICTORY CONDITIONS

No Victory Points are awarded to the Soviet Player. The U.S. Player is awarded points for exiting units from the east mapedge. Points are awarded according to the following schedule.

[31.51] Victory Point Schedule
For each U.S. brigade exited from the east mapedge prior to the entry of any Soviet reinforcements, the U.S. Player is awarded 4 Victory Points. For each U.S. brigade exited from the east mapedge after the entry of any Soviet rein-

forcements, the U.S. Player is awarded 2 Victory Points.

[31.52] Determining Victory
Victory is determined by the total Victory Points accumulated by the U.S. Player.

Total U.S. Victory Points	Level of Victory
0	Soviet Victory
2 or 4	U.S. Tactical
6	U.S. Substantive
8 or more	U.S. Decisive

[32.0] THE 11TH CAVALRY GOES FOR BROKE

CASES:

[32.1] INTRODUCTION

[32.11] Commentary
This scenario shows a delaying action by a U.S. armored cavalry regiment against much superior Soviet forces.

[32.12] Map
This scenario is played on the full map (both North and South sections).

[32.13] Game Length
This scenario is nine Game-Turns long.

[32.14] First Player
The U.S. Player moves first.

[32.2] FORCES

[32.21] U.S. Forces
U.S. 11th Armored Cavalry Regiment
U.S. 3rd Armored Division

[32.22] Soviet Forces
Soviet 7th Guards Tank Division
Soviet 11th Guards Tank Division

[32.3] VARIABLES

[32.31] T/O Levels
U.S.: 11th ACR: B; **3rd Armor:** C. **Soviet:** All B.

[32.32] CSP Levels
U.S.: 11th ACR: Low; **3rd Armor:** Average. **Soviet:** All average.

[32.33] Mode Status
U.S.: All Movement. **Soviet:** All Movement.

[32.34] Ammunition Point Levels
U.S.: All average. **Soviet:** All average.

[32.35] Leadership Levels
All Leadership values are standard (see 23.33).

[32.4] SET-UP AND REINFORCEMENTS

[32.41] U.S. Set-Up
No U.S. units start on the map.

[32.42] U.S. Reinforcements
Game-Turn 1: 11th Armored Cavalry Regt enters from the south mapedge.
Game-Turn 3: 3rd Armored Div enters from the south mapedge. See 32.6 for variations.

[32.43] Soviet Set-Up
No Soviet units start on the map.

[32.44] Soviet Reinforcements
Game-Turn 1: 7th Gds Tank Div and 11th Gds Tank Div enter from north mapedge. See 32.6 for variations and special movement rules.

[32.5] VICTORY CONDITIONS

[32.51] Victory is achieved by the Soviet or U.S. Player depending on how many Soviet regiments exit off the south mapedge by the end of the game.

[32.52] Determining Victory
The Soviet regiments referred to in the following schedule must exit the south mapedge by the Game-Turns indicated.

Soviet Decisive Victory: 4 or more regiments by Game-Turn 3.

Soviet Substantial Victory: 3 regiments by Game-Turn 3 or 4 or more regiments by the end of the game.

Soviet Marginal Victory: 2 regiments by Game-Turn 3 or 3 regiments by the end of the game.

U.S. Marginal Victory: 1 regiment by Game-Turn 3 or 2 regiments by the end of the game.

U.S. Substantial Victory: 1 regiment by the end of the game.

U.S. Decisive Victory: No regiments exited.

[32.6] SPECIAL RULES

[32.61] Special Movement Doctrine
The Soviet Special Movement rule makes use of the map sectors (see Glossary). The Soviets enter the map on Game-Turn 1 with their two divisions employing anywhere from one to three columns. The actual number of columns must be agreed upon by the Players prior to the start of the game. The number of columns the Soviet Player can use has a large effect on how easy — or how likely — a Soviet victory will be. Each column should use one row of sectors. For example, if one Soviet column enters on sector A5, that column would have to proceed toward the south mapedge through sectors B5, C5, D5, etc., until encountering a U.S. unit. At that point, the leading unit in the Soviet column enters the U.S. unit's Zone of Control and attacks. Once this happens, the next unit in the Soviet column must attempt to go around the U.S. unit. If there are no Soviet columns using the sector rows to the right or left, the Soviet unit attempting to go around the U.S. unit may move into the next row of sectors. If the Soviet unit cannot do this, it must enter the Zone of Control of the U.S. unit farthest to the right (or left) and attempt to attack. When the Soviet Player chooses to go right or left (assuming he has that option), all units in that column must henceforth use those two sector rows — the original row and the selected row.

Basically, the Soviets are instructing their column commanders to move straight ahead, attempt to go around any opposition encountered, and — failing to by-pass — blast their way through. The adherence to sectors of advance prevents the Soviet units from becoming entangled in each other's columns, making control that much easier for the Soviets.

[32.62] U.S. Doctrinal Considerations
Current U.S. doctrine holds that an armored cavalry regiment should be able to delay one or two Soviet divisions for at least 24 hours. Playtesting indicated that, against an aggressive Soviet Player, this is a rather chancy proposition. Much depends upon the skill of the two Players and on the particular tactics they use. There are so many variations in this that Players are encouraged to allow for variable entry of the 3rd Armored Division. Depending upon his skill (or hubris), the U.S. Player may decide to bring in the 3rd Armored Division on the second, third, or fourth Game-Turn, or even later. This postponement must be decided upon prior to the start of the game. Another major consideration, as mentioned before, is the number of columns the Soviet Player is allowed upon entering the game. It is assumed that, for the Soviets to have gotten this far with this much force, they are moving at high speed. This speed would more likely to achieved by using a small number of columns, thus maximizing the use of the best routes.

[33.0] THE AUDACIOUS ASSAULT

CASES:

[33.1] INTRODUCTION

[33.11] Commentary
A tactical option available to the Soviets is the formation of a task force from the BMP regiments of several divisions. This scenario shows such a group of three BMP regiments. It can also be used to examine the eventual results of the cohesion of all Soviet infantry to BMPs.

[33.12] Map
This scenario is played on the full map (both North and South sections).

[33.13] Game Length
This scenario is nine Game-Turns long.

[33.14] First Player
The Soviet Player moves first.

[33.2] FORCES

[33.21] U.S. Forces
U.S. 8th Mechanized Division

[33.22] Soviet Forces
Soviet 91st Motorized Rifle Regiment/27th Motorized Division
Soviet 28th Motorized Rifle Regiment/7th Guards Tank Division
Soviet 36th Motorized Rifle Regiment/11th Guards Tank Division

[33.3] VARIABLES

[33.31] T/O Levels
U.S.: C. **Soviet:** C.

[33.32] CSP Levels
U.S.: Low. **Soviet:** Low.

[33.33] Mode Status
U.S.: Movement. **Soviet:** Movement.

[33.34] Ammunition Point Levels
U.S.: Low. **Soviet:** Low.

[33.35] Leadership Levels
All Leadership values are standard (see 23.33).

[33.4] SET-UP AND REINFORCEMENTS

[33.41] U.S. Set-Up
See Scenario Charts for U.S. initial set-up **(8th Mech Div).**

[33.42] U.S. Reinforcements
The U.S. Player receives no reinforcements.

[33.43] Soviet Set-Up
No Soviet units start on the map.

[33.44] Soviet Reinforcements
Game-Turn 1: All Soviet units enter the east mapedge (see 33.6 for details).

[33.5] VICTORY CONDITIONS

No Victory Points are awarded to either Player for exiting units from the map. Each Player receives points for eliminating Enemy units, T/O Points, or CSPs. Points are awarded according to the following schedule.

[33.51] Victory Point Schedule

Soviet Player	
Each U.S. divisional HQ unit destroyed	5 VPs
Each U.S. T/O Point or CSP destroyed	1VP
Each U.S. brigade HQ unit destroyed	2VPs
U.S. Player	
Each Soviet T/O Point or CSP destroyed	1VP
Each Soviet regimental HQ unit destroyed	2VPs

[33.52] Determining Victory
The Player who has accumulated the most Victory Points at the end of the scenario is the winner.

NATO DIVISION COMMANDER
Scenario Charts

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HOW TO READ THE SCENARIO CHARTS

Each of the major units appearing in *NATO Division Commander* has its own Scenario Chart. The purpose of these Charts is to provide ready access to all of the easily quantifiable information pertinent to the play of each scenario. Note that *not all* of the information necessary to play is included in the Charts; Players must refer to both the Charts and the Rules Section pertaining to the scenario being played. Also note that many of the values listed in the Charts may be altered by using the variables generated according to Case 23.3.

To use the Scenario Charts, Players should first consult the Unit Appearance Summary (located in the U.S. Scenario Chart pages) to determine which units are involved in the scenario that has been selected for play. (Note that, in some cases, only portions of the major units are called for.) Next, consult the Chart pertinent to each required unit to determine the following points of information prior to play:

1. Cmdr Capabilities (Commander Capabilities). The division commander's capabilities are listed in the following sequence:

Perception/Organization/Command.

2. Leader Values. The Command Values for the division commander and each subordinate leader are listed here.

3. HQ Allowances. Each Headquarters' Combat Support Point Allocation is listed in the following sequence:

FA/Sig/Eng/Air.

Each Headquarters' Ammo allocation is listed separately.

4. Counter Strength/Set-up. The first line of this section indicates the entry Game-Turn and entry area of the unit, *if it is a reinforcement unit in this scenario.* **Example:**

Gt1, east

This notation calls for the entire unit to enter the east mapedge on Game-Turn 1. (Note that in some cases a unit is required to enter on a particular hex; e.g., 0120.) The remainder of the information in this section deals with the strength and deployment of each HQ and Combat Unit.

a. Reinforcing HQ Unit Example:

91st Regt HQ 6/–

The number to the left of the slash indicates the HQ unit's Staff Point Allocation/the "–" to the right of the slash indicates that the unit is not initially deployed (it is to enter the map as a reinforcing unit).

b. Deployed HQ Unit Example:

1st Bde HQ 4/1432 DP

The HQ unit's Staff Point Allocation is to the left/the unit's set-up hex and initial Mode are indicated to the right.

c. Reinforcing Combat Unit Example:

2/48 M Bn 6, – 2

The number to the left of the comma slash indicates the Combat unit's T/O Strength, the number to the right indicates the unit leader's Command Rating.

d. Initially Deployed Combat Unit Example:

1/68 A Bn 5, – 3 MD
1640

The Combat unit's T/O Strength is on the left/the unit leader's Command Rating is to the right, followed by the unit's initial Mode. The second line indicates the Combat unit's set-up hex. (Note that units setting up in DM or TM — Double Zone or Triple Zone Modes — have three set-up hexes indicated; e.g., "2732 2743 2734.")

Note: Units that enter as reinforcements, for the most part, do not have particular Modes designated for them on the Scenario Charts. Unless specified otherwise, all Soviet Combat units that enter as reinforcements do so in Administrative Movement (AM) Mode; all U.S. Combat units enter in Tactical Movement (TM) Mode. All HQ units, on either side, enter in March Order (MO) Mode.

Certain variations that occur in unit deployments or allocations are noted in the Scenario Charts.

UNIT APPEARANCE SUMMARY (by Scenario)

	Scenario Number										
Unit	**24.0**	**25.0**	**26.0**	**27.0**	**28.0**	**29.0**	**30.0**	**31.0**	**32.0**	**33.0**	**34.0**
U.S. Units											
8th Mech Div	✓		✓	✓		✓	✓			✓	✓
3rd Armored Div		✓			✓			✓	✓		
4/4th Mech Div			✓			✓					✓
11th Arm Cav Reg			✓[1]			✓[1]			✓		✓
Soviet Units											
7th Gds Tank Div	✓	✓	✓	✓	✓	✓			✓	✓[2]	✓
11th Gds Tank Div		✓	✓		✓	✓	✓	✓	✓	✓[3]	✓
27th Mot Div	✓		✓	✓		✓		✓		✓[4]	✓
109 Airborne Div							✓				

1. 2/11 AC Sqd only. **2.** 28th Regt only. **3.** 36th Regt only. **4.** 91st Regt only.
Units appear in scenarios checked (✓).

U.S. 8th MECHANIZED DIVISION

SCENARIO NUMBER ►	24.0	26.0	27.0	29.0	30.0	33.0	34.0
Cmdr Capabilities	6/3/5	4/4/4	3/3/3	3/2/5	5/1/5	4/2/6	4/4/3
Leader Values							
Commanding General	+3	+3	+2	+2	+3	+1	+2
ADC 1	+2	−1	−1	+3	+2	−1	+1
ADC 2	+2	−1	+3	+3	−3	+1	−1
COS	+3	+3	+3	+2	+1	+3	+1
DAC	+2	−2	−1	+3	+1	−1	−2
DSC	−1	+1	+3	−1	−3	+2	+1
1st Bde Cmdr	+1	+1	−1	+1	+1	−1	+2
2nd Bde Cmdr	+2	−2	+2	−1	−3	+2	+3
3rd Bde Cmdr	+2	+1	+1	+2	−3	−1	−1
HQ Allowances							
Div Main CSP	1/10/10/6	1/11/12/10	1/10/10/6	1/11/12/10	0/4/4/2	0/9/9/3	4/10/8/8
Div Main Ammo	210	660	210	660	60	45	210
1st Bde CSP	4/1/1/1	5/1/1/1	4/1/1/1	5/1/1/1	3/1/1/1	4/1/1/1	3/1/2/1
1st Bde Ammo	150	360	150	360	120	75	150
2nd Bde CSP	4/1/1/1	5/1/1/1	4/1/1/1	5/1/1/1	7/7/7/5	4/1/1/1	3/1/2/1
2nd Bde Ammo	150	360	150	360	360	75	150
3rd Bde CSP	4/1/1/1	5/1/1	4/1/1/1	5/1/1/1	3/1/1/1	4/1/1/1	3/1/2/1
3rd Bde Ammo	150	360	150	360	120	75	150
Counter Strength/Set-up	Note[1]		Note[2]		Gt 1, west		
Div Main HQ	8/–	9/1139 DP	8/–	9/1111 DP	8/–	5/3329	9/1741 DP
Div Tac HQ	2/–	2/1737 DP	2/–	2/1718 DP	2/–	2/3328	2/2032 DP
Div Arty HQ	2/–	2/1145 DP	2/–	2/1121 DP	2/–	2/2515	2/2043 DP
Discom HQ	2/–	2/0835 DP	2/–	2/0714 DP	2/–	2/3230	2/0240 DP
3/8 AC Regt	6, – 2 DZ	2, – 3 TZ[3] 3150 3148 3152	6, – 1	6, – 1 TZ[4] 3122 3019 3125	6, – 1	6, – 2 2404	5, + 1 MD 2728
1st Bde HQ	**4/–**	**4/1432 DP**	**4/–**	**4/1408 DP**	**1/–**	**4/2609**	**4/2249 DP**
4/69 A Bn	6, – 3 TM	3, – 2 DZ 2037 2035 2039	6, – 2 TM	5/ – 2 DZ 2011 2009 2013	3, – 1	2, – 2 2407	5, – 1 MD 2447
2/28 M Bn	6, – 1 TM	6, + 1 TZ 2030 2128 2033	6, – 2 TM	6, – 1 DZ 2004 2002 2006	4, – 2	5, – 3 2712	4, + 1 DZ 2746 2846 2744
2/87 M Bn	6, + 1 TM	2, – 1 DZ[3] 3137 3135 3139	3, – 2 TM	4, – 2 DZ[4] 3010 3008 3012	6, – 2	6, – 1 2514	6, – 1 DZ 2751 2652 2749
2nd Bde HQ	**4/–**	**4/1440 DP**	**4/–**	**4/1415 DP**	**1/–**	**4/2418**	**4/2435 DP**
1/68 A Bn	6, + 1	6, – 2 MD 1629	5, – 1	3, – 2 MD 1506	6, – 1	4, – 2 2719	4, – 1 MD 2634
2/68 A Bn	4, – 3	5, – 3 MD 1640	4, – 2	6, – 1 MD 1519	6, – 3	3, – 1 3020	4, – 1 MD 2738
1/13 M Bn	5, – 2	2, – 1 MD 1734	6, – 1	6, + 1 MD 1511	6, – 2	2, – 1 2316	5, – 1 DZ 2732 2730 2734
1/39 M Bn	6, – 3	5, + 1 MD 1551	3, + 1	6, – 3 MD 1525	3, + 1	2, – 1 3126	6, – 1 DZ 2741 2743 2640
1/87 M Bn	4, – 2	2, – 3 MD 1637	4, – 1	4, – 1 MD 1614	6, – 2	6, – 1 3123	5, – 1 DZ 2736 2737 2739
3rd Bde HQ	**4/–**	**4/1749 DP**	**4/–**	**4/1722 DP**	**1/–**	**4/2734**	**4/2031 MO**
3/68 A Bn	6, – 2	4, – 3 DZ 2043 2041 2045	6, + 1	3, – 3 DZ 2017 2116 2019	6, – 3	5, + 1 2932	4, – 2 TM 2428
5/68 A Bn	6, – 2	6, – 2 DZ[3] 3142 3144 3146	4, – 2	6, + 1 DZ[4] 2916 3014 3017	6, + 1	2, – 1 2338	4, – 1 TM 2432
2/13 M Bn	3, – 2	5, + 1 TZ 1951 2048 2052	3, – 1	6, – 3 DZ 2023 2122 2025	6, – 2	6, – 2 2536	5, – 1 TM 2430

U.S. 8th MECH DIVISION

1. 3/8 AC Regt sets up in DZ mode broken down into troops A through D (in the following hexes respectively): A (1731, 1630, 1831); B (2232, 2132, 2333); C (1939, 1938, 1940); D (2347, 2447, 2348). 1st Bde (all units) sets up in any hexes in or adjacent to Giessen (0240). 2nd Bde enters west mapedge, Game-Turn 1. Remainder of division enters west mapedge, Game-Turn 2, in column division march order, at one-half Movement Allowance for Game-Turn 2 only.

2. 3/8 AC Regt sets up in DZ mode broken down into troops A through D (in the following hexes spectively): A (0804, 0704, 0905); B (1923, 1924, 1925); C (0809, 0808, 0810); D (1518, 1519, 1618). 1st Bde (all units) sets up in any hexes in or adjacent to hex 0111. 2nd Bde enters west mapedge, Game-Turn 1. Remainder of division enters west mapedge, Game-Turn 2, in column division march order, at one-half Movement Allowance for Game-Turn 2 only.

3. These units are not associated with a particular brigade in this scenario. See 26.61 for divisional control rules.

4. These units are not associated with a particular brigade in this scenario. See 29.61 for divisional control rules.

SOVIET 11th GUARDS TANK DIVISION

SCENARIO NUMBER►	**25.0**	**26.0**	**28.0**	**29.0**	**30.0**	**31.0**	**32.0**	**33.0**	**34.0**
Cmdr Capabilities	3/3/3	5/3/4	6/2/4	5/2/4	6/3/3	3/2/6	3/5/1	-	1/5/3
Leader Values									
Commanding General	+1	−1	+3	−2	−1	+2	+3	-	−2
FDC	+2	−2	−1	−1	+3	+3	+1	-	+1
COS	−2	+2	+2	+6	−2	+3	−2	-	+1
DAO	+1	+3	−1	−1	+2	−1	−2	-	−3
33rd Regt Cmdr	+1	−1	−2	+2	+2	−1	+3	-	−2
34th Regt Cmdr	−2	−1	−1	−2	+3	−3	+1	-	−1
35th Regt Cmdr	−3	−3	−2	+3	−3	+1	+2	-	+1
36th Regt Cmdr	+2	+1	−3	+1	−3	+1	−2	−2	+3
HQ Allowances									
Div Main CSP	2/1/3/3	2/1/3/3	2/1/3/3	2/1/3/3	2/1/3/3	2/1/3/3	2/1/3/3	-	8/7/3/5
Div Main Ammo	180	180	180	180	180	180	180	-	180
33rd Regt CSP	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	-	3/1/2/1
33rd Regt Ammo	72	72	72	72	72	144	72	-	72
34th Regt CSP	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	-	3/1/2/1
34th Regt Ammo	72	72	72	72	72	144	72	-	72
35th Regt CSP	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	-	3/1/2/1
35th Regt Ammo	72	72	72	72	72	144	72	-	72
36th Regt CSP	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	2/1/1/0	3/1/2/1
36th Regt Ammo	72	72	72	72	72	144	72	36	72
Counter Strength/Set-up	Gt 1, east	Gt 4, east[1]	Gt 1, east	Gt 4, east[2]	Gt 4, east	Gt 5, east[3]	Gt 1, north[4]	Gt 1, east[5]	Note[6]
Div Main HQ	4/-	4/-	4/-	4/-	4/-	6/-	4/-	-	6/-
Div Alt HQ	1/-	1/-	1/-	1/-	1/-	1/-	1/-	-	1/-
11 Rec Bn	5, −1	5, −3	4, −2	4, −1	3, −2	1, −1	5, −2	-	5, −1
33rd Regt HQ	**2/-**	**2/-**	**2/-**	**2/-**	**1/-**	**2/-**	**2/-**	-	**2/-**
1/33 TK Bn	5, −1	6, −3	6, −3	6, −2	3, −1	6, −3	6, −3	-	6, −1
2/33 TK Bn	5, −1	5, −2	5, −2	3, −2	6, −1	6, −1	6, −3	-	6, −3
3/33 TK Bn	6, −1	4, −3	3, −1	4, −2	2, −1	6, −2	3, −3	-	5, −3
34th Regt HQ	**2/-**	**2/-**	**2/-**	**2/-**	**1/-**	**2/-**	**2/-**	-	**2/-**
1/34 TK Bn	6, −1	6, −3	4, −1	4, −2	5, −1	3, −3	6, −2	-	6, −3
2/34 TK Bn	5, −1	3, −2	6, −2	4, −3	6, −3	6, −1	6, −3	-	6, −1
3/34 TK Bn	6, −2	6, −3	6, −2	5, −1	4, −2	4, −2	6, −1	-	5, −1
35th Regt HQ	**2/-**	**2/-**	**2/-**	**2/-**	**1/-**	**2/-**	**2/-**	-	**2/-**
1/35 TK Bn	5, −1	6, −3	6, −1	6, −3	3, −1	6, −2	6, −1	-	5, −2
2/35 TK Bn	6, −3	5, −2	6, −2	5, −2	6, −3	4, −3	6, −3	-	5, −3
3/35 TK Bn	6, −3	4, −2	5, −2	6, −2	4, −1	4, −1	6, −2	-	5, −2
36th Regt HQ	**2/-**	**2/-**	**2/-**	**2/-**	**1/-**	**2/-**	**2/-**	**2/-**	**2/-**
1/36 BMP Bn	5, −2	6, −1	6, −2	3, −1	6, −3	6, −2	6, −1	5, −1	4, −3
2/36 BMP Bn	3, −3	6, −2	6, −2	6, −2	4, −1	4, −1	6, −1	2, −1	5, −1
3/36 BMP Bn	6, −3	5, −3	5, −1	3, −1	5, −2	3, −1	6, −3	6, −3	4, −1

SOVIET 11th GDS TANK DIVISION

1. See 26.63 for rules affecting time of entry.

2. See 29.63 for rules affecting time of entry.

3. See 23.4 for variations.

4. See 32.6 for variations and special movement rules.

5. See 33.6 for details of entry.

6. 11th Gds Tank Division enters map on hexes 3701, 3801, 3911 on Game-Turn 1.

SOVIET 27th GUARDS MOTORIZED DIVISION

SCENARIO NUMBER►	**24.0**	**26.0**	**27.0**	**29.0**	**31.0**	**33.0**	**34.0**
Cmdr Capabilities	4/5/1	3/2/6	5/1/5	6/2/6	3/3/4	-	3/3/5
Leader Values							
Commanding General	+3	+3	−1	−1	−1	-	+1
FDC	−1	−1	+3	+1	−1	-	−2
COS	−1	−2	−1	+1	+1	-	−1
DAO	−1	+1	+3	−1	+3	-	+1
91st Regt Cmdr	+1	+1	+3	+1	−2	−3	+2
92nd Regt Cmdr	+3	−3	−1	−2	+3	-	−1
93rd Regt Cmdr	−1	+2	−1	+3	−2	-	−1
94th Regt Cmdr	−1	+1	+3	−1	−1	-	+1
HQ Allowances							
Div Main CSP	2/1/3/3	3/3/4/3	2/1/3/3	3/3/4/3	1/0/0/2	-	4/3/3/0
Div Main Ammo	180	180	180	180	108	-	100
91st Regt CSP	2/1/0/0	6/5/5/4	2/1/1/0	6/5/6/4	2/1/1/0	2/1/2/1	1/0/0/0
91st Regt Ammo	72	72	72	72	72	54	36
92nd Regt CSP	2/1/1/0	6/5/5/4	2/1/1/0	6/5/6/4	2/1/1/0	-	1/0/0/0
92nd Regt Ammo	72	72	72	72	72	-	36
93rd Regt CSP	2/1/1/0	1/1/1/1	2/1/1/0	1/1/1/1	2/1/1/0	-	1/0/0/0
93rd Regt Ammo	72	72	72	72	72	-	36
94th Regt CSP	2/1/1/0	1/1/1/1	2/1/1/0	1/1/1/1	2/1/1/0	-	1/0/0/0
94th Regt Ammo	72	72	72	72	72	-	36
Counter Strength/Set-up	Gt 1, east		Gt 1, east			Gt 1, east[3]	Note[4]
Div Main HQ	6/-	4/3938 DP	6/-	4/3909 DP	4/2612 DP	-	6/3431 DP
Div Alt HQ	1/-	1/3839 DP	1/-	1/3911 DP	1/2614 DP	-	1/3442 DP
27 Ind TK Bn	4/−2	6, −2 TM 3629	6, −2	3, −3 TM 3605	6, −2 MD 2709	-	4, +1 DA[5]
27 Rec Bn	6, −3	5, −1 MD[1]	6, −3	5, −2 MD[2]	5, −1 MD 2313	-	4, −2 DA[5]
91st Regt HQ	2/-	**2/3635 DP**	2/-	**2/3607 DP**	**2/2116 DP**	2/-	**2/3135 DP**
1/91 BMP Bn	4, −2	3, −3 DA 3335	4, −2	3, −2 DA 3207	3, −2 DZ 1614 1613 1615	2, −3	4, −2 DA 3034
2/91 BMP Bn	5, −1	4, −2 DA 3336	6, −2	2, −3 DA 3208	5, −1 DZ 1617 1618 1619	6, −2	3, −3 DA 3035
3/91 BMP Bn	6, −2	6, −1 DA 3435	6, −2	3, −2 DA 3308	6, −2 MD 1916	2, −3	5, −2 DA 3036
92nd Regt HQ	2/-	**2/3532 DP**	2/-	**2/3604 DP**	**2/1111 DP**	-	**2/3150 DP**
1/92 BTR Bn	6, −3	3, −1 DA 3331	3, −2	3, −3 DA 3304	2, −2 TZ 0605 0602 0608	-	3, −1 DA 3049
2/92 BTR Bn	6, −2	5, −3 DA 3332	3, −1	3, −3 DA 3305	5, −3 TZ 0614 0611 0617	- -	5, −1 DA 3050
3/92 BTR Bn	5, −1	6, −2 DA 3333	4, −1	3, −3 DA 3306	6, −3 TZ 0622 0619 0625	-	3, −1 DA 3051
93rd Regt HQ	2/-	**2/3638 DP**	2/-	**2/3611 DP**	**2/2108 DP**	-	**2/3042 DP**
1/93 BTR Bn	5, −2	4, −1 DA 3338	6, −2	3, −2 DA 3210	3, −1 DZ 1606 1605 1607	-	3, −2 DA 2941
2/93 BTR Bn	4, −3	2, −1 DA 3339	6, −2	2, −3 DA 3211	3, −3 DZ 1610 1609 1611	-	4, −1 DA 2942
3/93 BTR Bn	5, −1	6, −1 DA 3438	6, −2	6, −1 DA 3311	6, −3 MD 1909	-	5, −2 DA 2943
94th Regt HQ	2/-	**2/3936 DP**	2/-	**2/3709 DP**	**2/2510 DP**	-	**2/3130 DP**
1/94 TK Bn	6, −1	3, −1 TM 3736	6, −1	6, −2 TM 3509	4, −1 MD 2311	-	4, −2 DA 3028
2/94 TK Bn	5, −2	2, −1 TM 3737	6, −1	5, −1 TM 3510	6, −2 MD 2307	-	3, −1 DA 3029
3/94 TK Bn	3, −3	6, −1 TM 3836	3, −3	5, −2 TM 3609	6, −3 MD 2414	-	3, −2 DA 3030

SOVIET 27th MOT RIFLE DIVISION

1. 27 Rec Bn sets up as three companies (1/26/27, 2/26/27, 3/26/27) in hexes 3329, 3341, 3937, respectively.

2. 27 Rec Bn sets up as three companies (1/27/27, 2/27/27, 3/27/27) in hexes 3302, 3213, 3705, respectively.

3. See 33.6 for details of entry.

4. All units — except divisional HQ units — set up within two hexes of indicated hex.

5. 27 Rec Bn (3033) and 27 Ind TK Bn (3037) are attached to 91st Regt.

HOW TO READ THE SCENARIO CHARTS

Each of the major units appearing in *NATO Division Commander* has its own Scenario Chart. The purpose of these Charts is to provide ready access to all of the easily quantifiable information pertinent to the play of each scenario. Note that *not all* of the information necessary to play is included in the Charts; Players must refer to both the Charts and the Rules Section pertaining to the scenario being played. Also note that many of the values listed in the Charts may be altered by using the variables generated according to Case 23.3.

To use the Scenario Charts, Players should first consult the Unit Appearance Summary (located in the U.S. Scenario Chart pages) to determine which units are involved in the scenario that has been selected for play. (Note that, in some cases, only portions of the major units are called for.) Next, consult the Chart pertinent to each required unit to determine the following points of information prior to play:

1. Cmdr Capabilities (Commander Capabilities). The division commander's capabilities are listed in the following sequence:

Perception/Organization/Command.

2. Leader Values. The Command Values for the division commander and each subordinate leader are listed here.

3. HQ Allowances. Each Headquarters' Combat Support Point Allocation is listed in the following sequence:

FA/Sig/Eng/Air.

Each Headquarters' Ammo allocation is listed separately.

4. Counter Strength/Set-up. The first line of this section indicates the entry Game-Turn and entry area of the unit, *if it is a reinforcement unit in this scenario.* **Example:**

Gt1, east

This notation calls for the entire unit to enter the east mapedge on Game-Turn 1. (Note that in some cases a unit is required to enter on a particular hex; e.g., 0120.) The remainder of the information in this section deals with the strength and deployment of each HQ and Combat Unit.

a. Reinforcing HQ Unit Example:

91st Regt HQ 6/-

The number to the left of the slash indicates the HQ unit's Staff Point Allocation/the "-" to the right of the slash indicates that the unit is not initially deployed (it is to enter the map as a reinforcing unit).

b. Deployed HQ Unit Example:

1st Bde HQ 4/1432 DP

The HQ unit's Staff Point Allocation is to the left/the unit's set-up hex and initial Mode are indicated to the right.

c. Reinforcing Combat Unit Example:

2/48 M Bn 6, – 2

The number to the left of the comma slash indicates the Combat unit's T/O Strength, the number to the right indicates the unit leader's Command Rating.

d. Initially Deployed Combat Unit Example:

1/68 A Bn 5, – 3 MD
1640

The Combat unit's T/O Strength is on the left/the unit leader's Command Rating is to the right, followed by the unit's initial Mode. The second line indicates the Combat unit's set-up hex. (Note that units setting up in DM or TM — Double Zone or Triple Zone Modes — have three set-up hexes indicated; e.g., "2732 2743 2734.")

Note: Units that enter as reinforcements, for the most part, do not have particular Modes designated for them on the Scenario Charts. Unless specified otherwise, all Soviet Combat units that enter as reinforcements do so in Administrative Movement (AM) Mode; all U.S. Combat units enter in Tactical Movement (TM) Mode. All HQ units, on either side, enter in March Order (MO) Mode.

Certain variations that occur in unit deployments or allocations are noted in the Scenario Charts.

SOVIET 109th GUARDS AIRBORNE DIVISION

SCENARIO NUMBER►	**30.0**
Cmdr Capabilities	2/4/3
Leader Values	
Commanding General	+1
FDC	+2
COS	–1
DAO	+2
1st Regt Cmdr	+1
2nd Regt Cmdr	–1
3rd Regt Cmdr	–3
HQ Allowances	
Div Main CSP	2/1/1/6
Div Main Ammo	60
1st Regt CSP	1/1/0/0
1st Regt Ammo	30
2nd Regt CSP	1/1/0/0
2nd Regt Ammo	30
3rd Regt CSP	1/1/0/0
3rd Regt Ammo	30
Counter Strength/Set-up	(see Case 30.6 for Set-up)
Div Main HQ	4/-
Div Alt HQ	1/-
3/66 Rec Cp	6, –1
1st Regt HQ	**1/-**
1/1	6, –1
2/1	2, –2
3/1	5, –2
2nd Regt HQ	**1/-**
1/2	4, –2
2/2	3, –1
3/2	3, –3
3rd Regt HQ	**1/-**
1/3	3, –1
2/3	2, –3
3/3	3, –1

SOVIET 7th GUARDS TANK DIVISION

SCENARIO NUMBER►	**24.0**	**25.0**	**26.0**	**27.0**	**28.0**	**29.0**	**32.0**	**33.0**	**34.0**
Cmdr Capabilities	3/5/1	1/6/1	4/3/2	6/3/3	1/6/1	5/1/6	3/5/1	-	5/3/3
Leader Values									
Commanding General	+3	+3	−2	+1	+3	+1	+2	-	+1
FDC	+3	+2	+3	+3	+2	+3	−2	-	+2
COS	+2	+3	+2	−1	+3	−5	+3	-	−1
DAO	−1	+2	−2	+2	+2	+4	−2	-	+1
25th Regt Cmdr	+3	+2	−3	−1	+2	+3	−1	-	+2
26th Regt Cmdr	−3	−2	+1	+3	−2	−2	+3	-	−1
27th Regt Cmdr	+2	+2	+3	−2	+2	−3	+3	-	+3
28th Regt Cmdr	+2	+2	+2	+1	+2	+3	−3	−1	−2
HQ Allowances									
Div Main CSP	2/1/3/3	2/1/3/3	3/3/4/3	2/1/3/3	2/1/3/3	3/3/4/3	2/1/3/3	-	2/1/3/3
Div Main Ammo	180	180	360	180	180	360	180	-	100
25th Regt CSP	2/1/1/0	2/1/1/0	1/1/1/1	2/1/1/0	2/1/1/0	1/1/1/1	2/1/1/0	-	2/1/1/0
25th Regt Ammo	72	72	360	72	72	180	72	-	36
26th Regt CSP	2/1/1/0	2/1/1/0	1/1/1/1	2/1/1/0	2/1/1/0	1/1/1/1	2/1/1/0	-	2/1/1/0
26th Regt Ammo	72	72	360	72	72	180	72	-	36
27th Regt CSP	2/1/1/0	2/1/1/0	6/5/5/4	2/1/1/0	2/1/1/0	5/5/6/4	2/1/1/0	-	2/1/1/0
27th Regt Ammo	72	72	360	72	72	180	72	-	36
28th Regt CSP	2/1/1/0	2/1/1/0	6/5/5/4	2/1/1/0	2/1/1/0	5/5/6/4	2/1/1/0	2/1/2/0	2/1/1/0
28th Regt Ammo	72	72	360	72	72	180	72	36	36
Counter Strength/Set-up	Gt 1, east	Gt 1, east		Gt 1, east	Gt 1, east		Gt 1, north[3]	Gt 1, east[4]	Note[5]
Div Main HQ	4/-	4/-	5/3946 DP	6/-	4/-	5/3822 DP	4/-	-	6/-
Div Alt HQ	1/-	1/-	1/3948 DP	1/-	1/-	1/3724 DP	1/-	-	1/-
7 Rec Bn	5, −3	6, −3	6, −3 MD[1]	6, −1	6, −2	3, −2 MD[2]	3, −2	-	4, −2
25th Regt HQ	**2/-**	**2/-**	**2/3749 DP**	**2/-**	**2/-**	**2/3720 DP**	**2/-**	-	**2/-**
1/25 TK Bn	5, −3	6, −3	6, −2 TM 3647	4, −1	6, −1	5, −2 TM 3618	6, −2	-	5, −1
2/25 TK Bn	3, −2	5, −2	6, −1 TM 3648	5, −1	5, −3	5, −3 TM 3619	6, −3	-	5, −2
3/25 TK Bn	6, −1	6, −1	3, −3 TM 3649	6, −3	6, −2	3, −3 TM 3620	6, −3	-	3, −2
26th Regt HQ	**2/-**	**2/-**	**2/3745 DP**	**2/-**	**2/-**	**2/3816 DP**	**2/-**	-	**2/-**
1/26 TK Bn	6, −1	6, −3	6, −2 TM 3643	5, −3	6, −2	2, −2 TM 3716	4, −3	-	5, −1
2/26 TK Bn	4, −1	6, −1	5, −3 TM 3644	3, −2	6, −1	6, −2 TM 3717	3, −1	-	4, −1
3/26 TK Bn	3, −3	6, −2	5, −1 TM 3645	4, −1	6, −3	5, −3 TM 3718	4, −1	-	5, −2
27th Regt HQ	**2/-**	**2/-**	**2/3650 DP**	**2/-**	**2/-**	**2/3621 DP**	**2/-**	-	**2/-**
1/27 TK Bn	3, −3	6, −2	3, −2 DA 3350	6, −2	6, −1	3, −1 DA 3321	5, −3	-	5, −1
2/27 TK Bn	3, −1	4, −2	6, −3 DA 3351	6, −1	4, −3	4, −1 DA 3322	3, −2	-	5, −2
3/27 TK Bn	5, −3	6, −2	3, −3 DA 3450	3, −2	6, −1	5, −2 DA 3421	4, −3	-	6, −1
28th Regt HQ	**2/-**	**2/-**	**2/3446 DP**	**2/-**	**2/-**	**2/3418 DP**	**2/-**	**2/-**	**2/-**
1/28 BMP Bn	5, −2	4, −3	5, −1 DA 3345	5, −3	4, −3	5, −2 DA 3217	5, −1	2, −1	4, −1
2/28 BMP Bn	6, −3	4, −2	3, −2 DA 3346	6, −1	4, −2	6, −3 DA 3218	6, −1	6, −2	5, −2
3/28 BMP Bn	3, −1	5, −2	5, −1 DA 3347	3, −2	5, −2	6, −3 DA 3219	6, −3	6, −3	5, −1

SOVIET 7th GDS TANK DIVISION

1. 7/7 Rec Bn sets up as three companies (1/7/7, 2/7/7, 3/7/7) in hexes 3343, 3352, 3451, respectively.

2. 7/7 Rec Bn sets up as three companies (1/7/7, 2/7/7, 3/7/7) in hexes 3215, 3325, 3823, respectively.

3. See 32.6 for variations and special movement rules.

4. See 33.6 for details of entry.

5. 7th Gds Tank Division enters map on hexes 1201 and 2501 on Game-Turn 1.

U.S. 3rd ARMORED DIVISION

SCENARIO NUMBER►	**25.0**	**28.0**	**31.0**	**32.0**
Cmdr Capabilities	1/5/3	2/4/3	1/5/3	2/6/2
Leader Values				
Commanding General	−2	+3	+1	+1
ADC 1	+3	+3	+3	+3
ADC 2	+3	+3	+3	+3
COS	+3	+3	+1	+3
DAC	+2	−1	−1	−1
DSC	+2	+1	+1	−2
1st Bde Cmdr	+2	+3	−2	−1
2nd Bde Cmdr	+2	+1	−1	−1
3rd Bde Cmdr	+2	−1	+1	+2
HQ Allowances				
Div Main CSP	0/5/5/4	0/5/5/4	0/5/5/5	1/10/10/6
Div Main Ammo	240	240	300	210
1st Bde CSP	8/7/8/7	8/7/8/7	8/8/8/6	4/1/1/1
1st Bde Ammo	900	900	840	150
2nd Bde CSP	4/1/1/1	4/1/1/1	4/1/1/1	4/1/1/1
2nd Bde Ammo	300	300	300	150
3rd Bde CSP	4/1/1/1	4/1/1/1	4/1/1/1	4/1/1/1
3rd Bde Ammo	300	300	300	150
Counter Strength/Set-up	Gt 1, south	Gt 1, west	Gt 1, west	Gt 3, south[1]
Div Main HQ	9/-	9/-	9/-	8/-
Div Tac HQ	2/-	2/-	2/-	2/-
Div Arty HQ	2/-	2/-	2/-	2/-
Discom HQ	2/-	2/-	2/-	2/-
3/12 ACR	6, +1	4, −2	6, −2	5, −1
1st Bde HQ	**4/-**	**4/-**	**4/-**	**4/-**
2/32 A Bn	3, −1	6, −2	5, −2	6, −3
2/33 A Bn	6, −1	4, +1	4, −2	6, −2
3/33 A Bn	6, −2	6, −3	4, +1	6, −2
2/36 M Bn	6, −2	3, +1	3, −1	4, −3
3/36 M Bn	3, −3	6, −2	6, +1	5, −3
2nd Bde HQ	**4/-**	**4/-**	**4/-**	**4/-**
1/33 A Bn	4,-3	4, −3	3, −1	5, −1
1/48 M Bn	3, −3	6, −2	4, −3	5, −3
2/48 M Bn	6, −2	4, −1	4, −1	6, −2
3rd Bde HQ	**4/-**	**4/-**	**4/-**	**4/-**
1/32 A Bn	6, −1	6, −3	6, −3	4, −3
3/32 A Bn	3, −1	5, −1	3, −1	3, +1
1/36 M Bn	3, −2	6, −2	3, −1	4, −2

U.S. 3rd ARMORED DIVISION

1. See 32.62 for variations.

U.S. 4th BRIGADE/4th MECHANIZED DIVISION

SCENARIO NUMBER►	**26.0**	**29.0**	**34.0**
Leader Values			
4th Bde Cmdr	−1	+2	+1
HQ Allowances			
4th Bde CSP	3/3/3/2	3/3/3/2	3/3/3/1
4th Bde Ammo	150	150	150
Counter Strength/Set-up	Gt 4, west[1]	Gt 4, west[2]	Gt 1, 0120
4th Bde HQ	**4/–**	**4/–**	**2/–**
1/70 A Bn	5, −1	6, −2	4, −1
1/12 M Bn	5, −2	6, −2	4, −1
2/12 M Bn	6, −1	6, −2	3, +1
1/1/10 CT	4, −1	4, −1	3, +1

U.S. 4th BRIGADE/4th MECH DIVISION

1. See 26.63 for variable entry.
2. See 29.62 for variable entry.

U.S. 11th ARMORED CAVALRY REGIMENT

SCENARIO NUMBER►	**26.0**	**29.0**	**32.0**	**34.0**
Leader Values				
11th AC Regt Cmdr	–	–	+2	+2
HQ Allowances				
11th AC Regt CSP	–	–	3/3/3/3	3/3/3/3
11th AC Regt Ammo	–	–	150	150
Counter Strength/Set-up			Gt 1, south	Gt 1, 0301
11th AC Regt HQ	**–**	**–**	**2/–**	**2/–**
1/11 AC Sqd	–	–	5, −2	5, −1
2/11 AC Sqd	3, −2 DZ[1] 3131 3129 3133	4, +1 TZ[2] 3004 3102 3006	6, −2	4, +1
3/11 AC Sqd			5, +1	6, −1

U.S. 11th ARMORED CAV REGIMENT

1. This unit is not associated with a particular brigade in this scenario. See 26.61 for divisional control rules.
2. Ths unit is not associated with a particular brigade in this scenario. See 29.61 for divisional control rules.

[33.6] SPECIAL RULES

The unusual assumptions of the scenario require special rules in order to reflect the abnormal conditions represented.

[33.61] Determining Soviet Entry Hexes
Each of the three Soviet regiments enters as a group at a particular hex on the east mapedge. The hex-row number of the entry hex for the first regiment is found by rolling one die and multiplying the resulting number by three. The hex row number of the entry hex for the second regiment is found by rolling one die, multiplying the resulting number by three, and adding it to the hex row number of the second regiment's entry hex. **Example:** The first die roll is 4. The entry hex of the first regiment is 3912. The second die roll is 5. 15 plus 12 equals 27, the entry hex of the second regiment is 3927. The third die roll is 2. Since 6 plus 27 equals 33, the entry hex of the third regiment is 3933.

[33.62] Soviet Entry
Each Soviet regiment enters according to Soviet doctrine (see 19.0.) Each regiment enters its entry hex separately and has no effect on the entry of any other regiment. The Movement Allowances for the first turn of entry and the order of the individual units entry is the same as for the first regiment of a Motorized Rifle Division.

[33.63] Soviet Pre-Contact Movement
When the first Soviet unit enters the Zone of Control of a U.S. unit, contact has occurred. After that all Soviet units, including the unit making contact, may be moved normally. The unit making contact is free to expend its remaining Movement Points in any way the Soviet Player sees fit, after complying with the requirements of restriction 7. Prior to the instant of contact the Soviet Player is restricted in his movement.

1. All Soviet units must expend the maximum number of Movement Points possible, while obeying the remaining restrictions.

2. A Soviet unit may not enter any hex with a hex-row number different from the hex-row number of its entry hex.

3. If a Soviet unit is for some reason prohibited from entering the hex with the same hex-row number as its entry hex, it may enter another hex, but it must return to the next possible hex with the same hex-row number as its entry hex as soon as possible.

4. A Soviet unit may not enter a hex with a hex-column number equal to or greater than that of the hex it currently occupies. That is, the Soviet unit must always move forward.

5. If a Soviet unit is for some reason forced to enter a hex with a hex-column number equal to or less than that of the hex it currently occupies, it must return to a hex of an appropriate hex column, according to restriction 4, as soon as possible.

6. For the purposes of these restrictions, a unit is not prohibited from entering a hex because it has insufficient Movement Points remaining, although it may not enter the hex.

7. The first Soviet unit to enter a U.S. Zone of Control must attack that unit. The Soviet Player has the option of making either a normal or an Unprepared Attack.

8. The Soviet Player is free to determine which regiment will enter at which of his entry hexes, once those hexes have been determined.

[33.64] Soviet Entry Limits
No Soviet Unit may enter the map on a mapedge hex with a hex-row number greater than 41. If the results of the Soviet entry procedure (33.61) would indicate this for the third Soviet regiment roll again until a number is obtained that falls within the limits of this case.

[33.65] Map Limits
All of sectors J and K are excluded from play in this scenario. Treat the southern edge of sector H as the edge of the map.

[33.66] U.S. Movement Limit
On the first Game-Turn (and only the first Game-Turn) the Movement Allowance of all U.S. units is halved.

[33.67] Soviet Chemical Warfare
The Soviet Player may initiate Chemical Warfare at any time. See 16.0 for details of the effects of Chemical Warfare.

[34.0] THE RUSSIANS ARE COMING

CASES:

[34.1] INTRODUCTION

[34.11] Commentary
This scenario explores the problems facing a NATO division commander whose flank has disintegrated. Many a commander has unhappily discovered that a supposedly secure flank was not so secure after all, because someone has failed to get up in time, or has been driven from their positions. In this scenario, the war has been going on for two days, and the 8th Mech has had little difficulty against the lone MRD, although the 4/4 was battered a bit. But the breakthrough to the north has changed the situation, and the division is in danger of being enveloped. The 4/4 has been sent back from corps to help, while the 11 ACR is falling back, trying to delay the spearhead 7TD. The second echelon spearhead 11TD is in good shape and has joined in the effort to envelop or roll up the 8th Mech.

[34.12] Map
This scenario is played on the full map (both North and South sections).

[34.13] Game Length
This scenario is eleven Game-Turns long.

[34.14] First Player
The U.S. Player moves first.

[34.2] FORCES

[34.21] U.S. Forces
U.S. 8th Mechanized Division
U.S. 11th Armored Cavalry Regiment
U.S. 4th Brigade/4th Mechanized Division

[34.22] Soviet Forces
Soviet 27th Motorized Rifle Division
Soviet 7th Guards Tank Division
Soviet 11th Guards Tank Division

[34.3] VARIABLES

[34.31] T/O Levels
U.S.: 4/4 Mech Bde: C; **11 ACR:** C; **8th Mech Div:** B. **Soviet: 27th Mot Div:** D; **7th Tank Div:** C; **11th Tank Div:** B.

[34.32] CSP Levels
U.S.: 4/4 Mech Bde: Low; **11th ACR:** Low; **8th Mech Div:** Average. **Soviet: 27th Mot Div:** Average; **7th Tank Div:** Low; **11th Tank Div:** High.

[34.33] Mode Status
U.S.: 4/4 Mech Bde: Movement; **11th ACR:** Movement; **8th Mech Div:** Various. **Soviet: 27th Mot Div:** DA; **7th Gd Tank Div:** Movement; **11th Gd Tank Div:** Movement.

[34.34] Ammunition Point Levels
U.S.: Average. **Soviet:** Low.

[34.35] EW Levels
U.S.: 2. **Soviet:** 3.

[34.4] SET-UP AND REINFORCEMENTS

[34.41] U.S. Set-Up
See Scenario Charts for U.S. initial set-up (**8th Mech Div**).

[34.42] U.S. Reinforcements
Game-Turn 1: 11 ACR enters hex 0301; 4/4 enters hex 0120.

[34.43] Soviet Set-Up
See Scenario Charts for Soviet initial set-up (**27th Mot Div**).

[34.44] Soviet Reinforcements
Game-Turn 1: 7th Tank Div enters hexes 1201 and 2501; 11th Tank Div enters hexes 3701, 3801, and 3911.

[34.5] VICTORY CONDITIONS

Victory is awarded according to the following schedule (if none of the Soviet Victory Conditions is met, the game ends in a U.S. victory).

Soviet Marginal: Capture all hexes of Marburg

Soviet Substantive: Achieve marginal victory ***and*** exit one regiment via hex 0129.

Soviet Decisive: Achieve substantive victory ***and*** exit one regiment via hex 0147.

[34.6] SPECIAL RULES

No nuclear or chemical weapons may be used by either side. The Soviets are doing all right with their conventional attack, and NATO is yet unable to make up its collective mind to do anything.

[3.50] DESIGNERS AND PLAYERS NOTES

COMMENTARY:

NATO Division Commander was played by a wide variety of people during its development. Rather than let pass from memory all of this "experience," I had a lot of the playtesters write up player's notes. We ended up with five different sets. The first set, by Tom Veal (a New York City lawyer), can be found in "The Advance on Fritzlar" Introductory Game. The next two sets by Dick Rustin (a journalist) and Tim Angle (another lawyer) are from the viewpoint of gamers. Both of these fellows had a military background in the Navy, Dick on minesweepers of all things and Tim on an aircraft carrier. The last two player's notes were by fellows "in the trade." Tom Pratuch is an officer in the first cavalry division and quite an avid gamer. Tom has written numerous articles for *MOVES* magazine. He is also very much the professional combat arms officer,and his player's notes reflect both his gaming and professional background. The last set of player's notes are the result of a blindtest of the game performed by a group of army officers who are also working on a doctrinal development project for the army. In the course of their playtesting they prepared the type of working documents that a division commander would be expected to work with. They also submitted the results of their test games in a similar form; that is, they used the actual map of the area depicted in the game and overlayed the conventional type of symbology that a division commander in the field would be expected to use.

My designer's notes were written in response to many questions that the players asked. I have tried to explain most of the rationales behind various things that were done in the game. More of these rationales are to be found in the commentary sections prefacing each of the rules. As the game is played more widely, I expect I will have more explaining to do. The game is unique in that it opens a veritable Pandora's box of questions on how and why a division would be used in a hypothetical

next war. Let's hope this is as far as we ever get in answering some of these questions.

CASES:

[35.1] DESIGNERS NOTES

There were a number of key elements in this game, and some very deliberate reasons for developing these elements as they appear in the game. The most important element is the relative effects of various elements in the game. The use of shifts on the Combat Results Table to represent most "combat effects" vividly demonstrates how dramatic I felt most of these effects to be. What this im plies is a rather massive move away from "rifle counting" as the primary method of determining relative combat power. Leadership, mode, and special weapons are, in effect, more important than the raw firepower available to each unit. The more I study history the more convinced I become that this is the way things work. In most games these elements are built in to the unit's combat power. All we are doing in ***NATO Division Commander*** is to separate these elements. This makes things appear quite different from previous games.

Take modes, for example. Each of these modes represents a specific deployment and state of readiness of that unit. This affects a unit's relative ability to attack, defend, move and shift into another mode. To give a dramatic example, take the case of a unit in Administrative Movement mode (AM) at tacking a unit in Hasty Defense (HD) or Triple Zone (TZ). The unit in AM is stretched out along a road without too much attention being paid to reconnaissance or combat support and coordination. This unit comes rolling down the road and into the massed firepower of a unit in HD, which means troops deployed in defensive positions, combat support weapons (mortars, machineguns and artillery) deployed, and generally prepared to give any attacker a hard time. The attacker's shift disad vantage becomes understandable at this point. In TZ mode the defender is about as well prepared as in HD mode, the major difference being that the defending zone is over twice the normal size. This presents a host of additional problems for the defender, and it is reflected in the of fensive and defensive shifts.

The modes given in the game are not the exact modes used by the Soviet and U.S. armies. A basic design decision was whether to have two sets of modes for each army, or one set of universal modes that would fit both. Mainly to give the gamer more leeway to play with the system, we decided on universal modes. By giving the doctrine for both armies, these universal modes readily adapt to doctrinal requirements. Players can, of course, further modify things as they see fit. This "ease of modification" was one of the major objectives of the game. Particularly in a game on an event which hasn't happened yet, the ability to easily modify the game is most important. By giving the players the basic materials of the situation, the current doctrine for the use of these materials, and a game system which allows the player to ex periment, we have produced a game capable of keeping up with future change — for a few years, at least.

The dramatic effects of disparate elements wasn't the only key point made in the game. Another important element was the tempo of modern combat. This was the main reason for the combined movement/combat system. An essential part of this system is the concept of fatigue. It is possible to go into "overdrive," but only at great risk to the in tegrity of your forces. Since war is nothing less than risk taking, this concept of "going for broke" fits right in. This system also allows wide variances in performance. This effect, however, had to be tinkered with to prevent unjustified outcomes. The system of breakthrough zones, for example, provided simultaneity without actually having units move simultaneously. With fatigue and forced march it was (until we changed the rules) possible to force march everyone through a series of breakthrough zones. By writing the rule to make forced march less capable of going through breakthough zones we restored a balance. All of these elements produced a game combining critical tactical *and* strategic decision making. An excellent example of this is found in the scenarios involving attacks on a prepared defense. The attacker must make a large number of purely tactical decisions, many of which must be made before the game even starts. Looming over all of this tactical activity are a number of strategic decisions, such as when to unleash the reserve brigade/regiment, and how hard to push this unit (which will most likely encounter some degree of fatigue).Then there are always the issues of chemical weapons, electronic warfare, nukes, intelligence, and leadership.

Ah, yes. Intelligence and leadership. Read a lot of history and what do you find, again and again?—lapses in information compounded by leadership incapable of coping with the situation. ***NDC*** makes the information problem a division com mander's problem. Leadership (ranging from very bad to very good) shows up at the front, although the division commander's leadership can be decisive. If this rule is used for one side, it can be used for the other. Which brings up another important concept: layering on the rules.

This idea is an outgrowth of the old "optional rules" idea. Unlike the usual application of "optional rules," the layering-on technique implies a gradual use of additional rules for the purpose of seeing each rule's historical lesson. Layering-on is nothing more than the old optional rules technique used more deliberately. Finally, my technique is to design the game originally with all the rules and then to peel many of them off so that the player can layer them back on at leisure. The layering technique also has a tendency to strip the game down further. This makes learning the game much easier.

Providing the players with something to learn posed some interesting problems. A basic design decision was to separate the hardware from the software — that is, present the firepower (combat strength) as firepower and the doctrine (how units are to be used) separately. This means that the player can basically use the game two ways—as he wants to or how the Russians and Americans are supposed to.

Doctrinal debates are nothing new in history. The only way one set of doctrine can be proven superior to another is to use it. Since this requires a war to test military doctrine, we are faced with a problem. Oddly enough, while the Americans and Soviets perceive different problems, they have come up with remarkably similar solutions.

During the late 1960's the Soviets decided that it would be preferable to overrun Western Europe with conventional weapons, rather than just drop a lot of nuclear weapons and hope for the best. Another reason probably had to do with their reckoning that, for the first time, their forces in the area where at least equal to those of NATO (which is a story unto itself that will probably be pursued in *S&T*). Given equal forces, the Soviets felt that they could give themselves a few additional advantages (chemical warfare and audacious tactics) to tip the balance. A few years later the American army came out of the Vietnam jungles and returned its attention to Europe.

From the Soviet point of view (and the following comes from material published in Soviet military journals), to achieve victory one must defeat the enemy as soon as possible. Time was on the side of the NATO forces. The NATO forces were technically superior. The NATO forces were potentially stronger if given time to mobilize. Based on World War II experience (and study of military history in general), quick victory could only come from using a combination of speed and overwhelming combat power—but mostly speed.

To achieve speed, the Soviets have developed a family of simple, robust, and fast combat vehicles —fast not so much in the tactical sense (raw vehicle speed) but in the strategic sense: the ability to move a division or an army more than 20 kilometers a day in the face of enemy opposition. NATO has vehicles of similar performance. To obtain an edge in movement, the Soviets organized their vehicles differently. Soviet units comprise mostly combat vehicles, with very few non-combat vehicles to slow them down. What became critical was the precise doctrine these units were to use. Soviet doctrine is still developing. It has been going through tremendous upheavals since World War II. First, they had to contend with nuclear weapons (and still do). This forced a modification of a proven Soviet principle, overwhelming mass. Nuclear weapons were made for just such targets as those.

The Soviet solution was to have a large number of battalions, each capable of moving rapidly and independantly, and hitting hard but, unfortunately, not for long. To maintain speed, logistic support had to be sacrificed. But these battalions were considered akin to units of ammunition. Use up one, throw in another until the objective (in this case the Rhine river) is achieved. The current turmoil in Soviet doctrine stems from their realization that NATO ground units, as thin on the ground as they might be, were still capable of stopping Soviet units. This fact was brought home during 1973 in the Middle East. True, it was Arabs versus Israelis. But Soviet trained, equipped, and organized units were stopped cold, and not so much for want of courage or application. The Soviet doctrine didn't work so well.

In Europe, of course, the Soviets would have one additional weapon the Arabs didn't use: chemical warfare. But this weapon cuts both ways, and even when only one side is using it, the overall effect is to slow operations down. This is not what the Soviets want. Based on lessons learned from 1973, the Soviets have made a number of critical modifications to their doctrine. They do not consider these adjustments fatal to their objectives. If the use of surprise, speed, and chemical warfare can keep NATO forces disorganized, the 500 or so Soviet combat battalions can blitz their way to the Rhine and victory. If, however, a battalion does encounter resistance it cannot go around or overrun, things will slow down. The infantry must dismount and accompany the tanks (for the tanks' own protection) to eliminate the enemy position. Artillery support is essential (according to the Soviets). But because of the supposed accuracy of NATO counterbattery fire, only five-minute barrages may be used (followed by movement by Soviet artillery anyway). This means the artillery usage must be carefully planned. This takes time—too much time. The solution for this is better training and more initiative. But the Soviets appear to be having problems here also. As the officers with World War II experience become fewer and fewer, the "Peacetime Army" syndrome becomes more and more evident. This has been noticed by the Soviets, and their military journals are full of articles debating various methods and techniques to deal with the age-old problem.

There is no simple solution to this problem. Throughout history there have been very few armies capable of overcoming the stagnation of long periods of peace. Try as the Soviets might, they

will have to resign themselves to the fact that they would enter the next war with an inexperienced, poorly trained, and probably poorly led army. With the burden of the offensive on them, they must depend upon extraordinary circumstances to win the type of victory they require. They are trying to create these circumstances. One of the extraordinary circumstances is sheer mass, but as a look at the strategic situation will show, they have not got a true preponderance of force. If they attempt to mobilize such a preponderance, they will telegraph their intentions and meet an even more organized resistance. In other words, they can achieve more mass by sacrificing surprise. This they will most likely not want to do. Again history teaches us that surprise is probably the most valuable advantage an attacking army can have. Added to this surprise will be the use of psychologically shocking weapons: namely, poison gas. The Soviets will be less inclined to employ nuclear weapons since NATO is superior in this area, and the use of nuclear weapons would undoubtedly help NATO more than it would help the Warsaw Pact. With chemical weapons it's a different story. The Soviets here have a clear superiority, particularly in the offensive use of chemicals. Their defensive measures are also superior to the NATO forces, although this gap is closing.

NATO Division Commander attempts to show the interrelationships of all the critical factors that would affect dvision level operations in the next war. More importantly, the game attempts to show which of those characteristics would or *could* be most decisive. An imbalance in leadership below the division commander level is possible, but will not perhaps be severe enough to be critical. History has shown that any number of factors can become critical. My guess is that the most critical one will be chemical weapons coupled with whatever surprise the Soviets can achieve.

JFD

[35.2] PLAYERS NOTES: I

To an even greater extent than in *The Next War,* SPI's super-operational game that helped spawn ***NATO Division Commander,*** planning is crucial when playing this game. Only after one masters the concepts of operational and tactical planning, and is willing to expend the mental effort to do this, can one fully appreciate ***NDC*** and also understand why a division commander's two stars are made of silver and not a baser metal.

Indeed, the game can be a frustrating disaster for the commander who doesn't plan one, two, or even three turns ahead, and it can be an unamusing comedy of errors if both opponents don't do it. Take if from this playtester, who has had 20 years' experience in wargaming: ***NDC*** isn't a game that can be immediately spread out and played even after the most careful reading of the rules. What it takes is a equally careful analysis of all the key factors which go into command decisions and combat. Paramount among them are the game's concepts of modes, asset-transfer, fatigue, and the sequential movement of combat and headquarters units.

To get some idea of what is going to be required to play this game competently, merely take a NATO and Soviet unit at random, set them up in adjacent hexes anywhere on the map and run through a sample combat as outlined in Section 11 of the rules. Look at the combat from both sides. Immediately, the importance of planning will become apparent. Even in the vacuum of this dry run, you will see that decisions which had to have been taken in previous turns are going to play decisive roles in the outcome of the combat. To tick off only a few:

- Did the attacking unit achieve surprise? Did it have enough of an intelligence advantage to maximize surprise? Did the defender foil surprise by raising his intelligence level, in consonance with the overall defensive plan?

- Should there have been units adjacent to either, to lend support? It's too late to move them up now! How many are needed? What was needed to get them there? Did they have enough movement points in their modes to allow them to reach their supporting position? Should they have force-marched?

- Would it have helped to have had Combat Support Points within range? If so, how many? To what extent would their use detract from or aid other combats that are going to take place later in the turn? What are the modes of the headquarters units which are dispensing the points? Two turns ago may have been the time to realize that mobile mode would permit only 50% utilization of the points.

- What about ammunition supply? Was there enough left over from previous combats? Will there be enough available for later combats this turn? Next turn? The turn after? The turn after that, when you are nearing your objective and the combats *must* be won?

- Should you have interdicted certain hexes behind the FEBA to slow down the flow of enemy reinforcements? Or were the air units needed for reconnaissance and the gathering of operational intelligence?

- What is the fatigue status of the units? Was the movement last turn really necessary? What may the fatigue situation be after this combat?

- Is this the area in which you want your division commander to exert his leadership influence? He can't be in two places at once.

- Are the units near enough to their respective headquarters to facilely switch modes next turn, either to counterattack or to withstand a counterattack? Say, just what modes are they in now, anyway? Too late now to change that, too!

Assuming you have decided against resigning your commission and have answered those questions, look next at the broader picture. That was just a single, tactical combat. Did the attack (or defense) fit in with your overall objective, and is it likely to contribute to or harm the success of your operational plan? What plan? You had better have had at least a rudimentary one, or your opponent's victory-point total is going to read like a telephone number.

All this may seem staggering, bewildering and downright discouraging, but most of the challenges in the game systems can be met through a dissection of Section 11.0 (Ground Combat). Identify the factors that are going to be decisive in most combats, and work backward. Unlike most wargames, ***NDC*** doesn't place an overwhelming premium on terrain or even necessarily on the face value strength of a unit. The heart of most matters is the mode status of a unit linked with its level of fatigue. Those are the things that are going to make or break most combats. How the units got to be in the state they are in—in short, planning or the absence of it—is going to decide the tactical or operational issues.

NDC does have similarities to other wargames, though; the heavier mental burden is going to fall on the side which must, under the scenario rules, exercise the strategic and/or operational initiative. But even though the victory conditions may place an imperative on the time factor, it is better to make haste slowly by sound deployment.

In general, this means striking a mode-balance among units so that some are capable of both attacking and defending relatively well, while others are poised in strong attacking modes to deliver knockout blows. For example, in the scenarios where an enemy line must be breached, as many friendly units as needed should be placed in Tactical Movement or Mobile Defense, and then moved adjacent to the enemy line to pin it. Others should be in Hasty Attack or Deliberate Attack to deliver the assault. The pinning units, of course, lend support via their adjacency. Depending upon what you know about the enemy's rearward dispositions, your breakthrough-exploiting reserves should either be in a medium-speed movement mode, like TM or MD, or in a high-speed but vulnerable posture like Administrative Movement.

On the other hand, when defending in such a set-piece situation, a choice must be made whether to place forward units in Double Zone or Triple Zone, in the stationary Hasty Defense or Prepared Defense Modes, or in MD. Does the strategic/operational situation call for trading space for time, or time for friendly losses? If defensive reserves are to be used to further delay the enemy advance, MD probably is the best mode. If they are to deliver a decisive counterblow, DA is the optimum state.

In the scenarios where one side enters the map in piecemeal columns, even greater delicacy in planning and timing is necessary. Where doctrine permits, the first echelons may have to avoid early contact with the enemy so that it and later echelons can mutually support one another for a general advance.

The requirement for sequential movement of units by regiment/brigade is an extremely challenging facet of the game. It imposes a discipline on the players and forces them to plan. Yet it can produce great satisfaction as one watches a well-conceived attack unfold. Once a player is conditioned to the sequential system, many of the game's problems are going to solve themselves.

Although individual combats are likely to be hammer-and-tongs affairs, grand tactical situations will probably be fluid and full of surprises. It is here that the modes become extremely critical. For example, PD is unexcelled for defending, but a curse when an unexpected general withdrawal becomes necessary and there aren't enough staff points to go around for a mode switch.

The sequential movement system lends itself to the tactic of wave assaults, where an attacking unit can hit a defender a number of times in succession and then lend support to another friendly unit which can do precisely the same thing—and so on.

Depending on the overall tactical situation (terrain, defender's strength and mode, etc.), the attacker must decide whether he wants to trade off quality for quantity in his assaults. An attacking mode with a high-movement point content, like Administrative Movement, will permit up to eight assaults per unit-turn, but at a penalty in column shifts. Other assault modes will yield fewer but more potent attacks.

Also, in ***NDC*** the standard technique of cutting a defender's path of retreat requires that the blocking unit must have been in position a turn in advance of the assault to be able to activate its Zone of Control on the current turn. The blocking unit has to refrain from any movement-point expenditure.

Pitfalls are endless, and some will be unavoidable. There isn't any surefire way to "scope" this game or even any of the scenarios. A tenet that should be constantly observed, though, is to keep headquarters units in position to support maneuver units, and to have an idea of what each regiment/brigade must do at least one turn in advance. In that way, combat support points can be put into the transfer pipeline in time.

Commanders also should have a firm grasp on the dazzling array of options available to them. There are specific advantages and drawbacks—often hidden—to barrage, final protective fire, counter-battery fire, interdiction, chemical and electronic warfare, forced marches, march-order attacks, retreats, and advances.

Most of the tasks are easier for NATO to achieve than for the Soviets, and easier said than done for both. That probably explains why generals look so grim in newspaper photos; the NATO officer really isn't scared, and the Soviet isn't ferocious. They're both just thinking.

Dick Rustin

[35.3] PLAYER'S NOTES: II

NATO Division Commander represents the most successful attempt to produce an accurate and comprehensive, yet playable, simulation of modern operational combat in Central Europe I have seen in fifteen years of wargaming. Much of the game's accuracy and realism grow out of the interrelation among the various factors each player must keep in mind as play progresses—unit manning levels, variations in combat and movement ability due to operational posture, the effects of terrain and weather, fatigue, differences in the depth and quality of leadership, multiple levels of intelligence, proper use of both organic and extrinsic support elements, supply, national differences in tactical doctrine, surprise, and such exotic considerations as electronic warfare, chemical warfare, and nuclear weapons (including the famous neutron bomb).

Each of these individual aspects, by itself, is not difficult to grasp; when integrated into the game system, however, their effects are not obvious, which puts a premium on sound judgment and the ability to develop a "feel" for the complexities of modern combat situations. For those whose ambition is to be the very model of a modern Major General, the controller game provides the ultimate simulation: all the player gets is a map, the positions of his own units, and some bits of (often confusing and contradictory) information.

Modes and Unit Breakdown

Players must always be conscious of what modes their units are in. Modes are not just a neat way of varying the combat and movement characteristics of units—each mode represents a specific operational posture, with definite strengths and weaknesses, pointed toward a definite "mission." Players who forget that "each mode has a mission" will soon begin using units for tasks for which they are ill suited. At best this is inefficient; at worst it can lose a battle that ought to have been won. A player who uses a Soviet Motor Rifle Regiment in Administrative Movement mode as if it were an SS Panzer Division in Deliberate Attack is in for a rude surprise, as is one who thinks that a U.S. Armored Cavalry troop in Triple Zone will stop a Guards Tank Division: neither in this life nor the next.

Particular attention must be payed to the fact that units cannot always switch from one mode directly into any other. Time and staff points are severely limited. Often one has neither the time nor the staff capability to get out of one's default mode, much less engage in a lot of fancy mode-shifting in the middle of the game. It is often more productive to tailor one's tactics to suit the mode one's units are put in by doctrine rather than vice versa. The U.S. is usually in pretty good shape, in Tactical Movement mode with quite a few staff points available (although *nobody* ever has enough), while the Soviet player ordinarily is resigned to figuring out some creative way to use Administrative Movement mode.

This does not mean, of course, that mode-shifting is either impossible or undesirable—certain operations require it, and a judicious shift can often provide the edge needed to convert a near miss into a close but definite success. Players should not, however, base important plans on a naive expectation that modes may be shifted either rapidly or often. Sometimes the magic works, and sometimes it doesn't. Mode-shifting is a calculated risk, and ought to be calculated before being risked; one should keep an eye out for opportunities, but not depend on them. Planning should be flexible enough to allow units sufficient time to change into the required modes, and to cope with the situation if shifting is not successful.

Players ought to develop an appreciation of the different mode shift costs and the probabilities involved, since rarely will enough staff points be available to shift all units automatically. If only half the units shift successfully, what sort of a bag will the player be left holding? A sharp eye must be kept on HQs, to insure their presence within the necessary five hexes to assist mode shifts (as well as to apply Combat Support Points). The ability of Recon units to mode-shift at any range from HQ is a good trick to remember, as is mode-shifting to remove a unit in Double or Triple Zone from an enemy Zone of Control.

The ability of U.S. Armored Cavalry and Soviet Recon units to break down makes them valuable as blocking forces and delaying forces—rarely will players have the time or imagination to strike across country, and even a small unit can jam up a motorized advance quite nicely when cleverly placed on a vital road junction. Don't expect them to last forever, though; their function is to delay — they cannot stop major attacks by themselves.

Movement and Combat

The use of movement and combat in the same phase demands more foresight and advance planning from players in ***NDC*** than in most wargames. Movement and combat must be carefully "orchestrated" to yield the most efficient use of force and momentum. It makes little sense to dash up to an enemy unit only to sit there looking foolish without enough movement points left to attack. Sure, the unit can attack at full power next turn, but in the mean time the defender has all the options—a poor return for having forfeited all surprise advantage. The other fellow knows precisely which units are to be hit; he can withdraw, move up reinforcements, or get tactical intelligence on the attacking unit and pound the hell out of it with CSP's.

A better procedure, requiring the same two turns, uses the first to "marshal" the attacking units about five hexes away from the enemy line, with their headquarters another three or four hexes farther back, ready to supply staff points for mode shifts and CSP's for combat support. This procedure preserves more tactical flexibility, because it doesn't telegraph the attack quite as badly as moving up and squatting right next to an enemy unit. The biggest advantage is the opportunity to bring up and deploy HQ units; the advantage of combat support can be quite telling on both the attack and the defense.

Of course, a player will often not have enough time to perform such a "set piece" attack. Unprepared attacks are usually a bad idea, but if you simply *must*, then bear in mind that surprise advantage will often mitigate or even compensate for unprepared attack disadvantage.

The sequential movement system means that it is very important which unit moves first. Just because a unit is in the lead on the road doesn't necessarily mean it ought to be first in the player's hand during his turn. Whenever possible, figure out where each unit is to end up before moving anyone, and then move each unit in its proper order. Use of higher-echelon support assets is crucial in ***NDC***; the player who doesn't keep a close watch on what his HQ units are doing is a fool. When making an attack, moving the HQ unit first will insure that artillery and tactical air support will not be out of range when that tank battalion hits the line. As in all else, planning and foresight will be well rewarded.

Forced march is a last-resort tactic—another risk that must be calculated. If there's a bloody great hole in the line, whether yours or the other fellow's, and there's either no other way to save the situation or a priceless opportunity to bring home all the goodies, then go for it; if not, forget it. Ordinary fatigue is enough of a pain as is, without walking the plank voluntarily.

Players are cautioned not to develop "road fixation," as can so easily happen in a game using a lot of mechanized units. Significant movement can occur off roads, and the most usual modes all have sufficient movement allowance to take advantage of it.

Fatigue, in addition to being realistic, is important. Nothing is more galling than to have to let units sit idle for a turn or two, but it sure beats having them blown away due to bad fatigue differential modifications. On the other hand, it's also possible to use attacks by weak units to increase enemy fatigue; every little bit helps.

Weather and Terrain

Every wargamer is used to taking advantage of terrain, but weather can be just as useful (or annoying, depending on one's point of view). Soviet players are fond of ground fog, and tend to attack in the morning. Night is a good time for resting units (oddly enough), as well as for "marshalling" attacks to take place the next day. A Rough-2 hex overlooking a road junction is a great place for a small unit, or one in Triple Zone, to impede anyone hoping to dash down the road—this is especially madding to gamers with "road fixation," some of whom have been known to froth at the mouth and crush dice with their bare hands. Very entertaining. In fact, most blocking forces are most useful in unclear terrain within a hex of a road; units ought never to be put on roads themselves, ordinarily.

Intelligence

Of the three levels of intelligence, Operational Intelligence is most used. Tactical intelligence speaks for itself; strategic intelligence is usually outside the player's control. Operational intelligence takes a bit of manipulation to do properly—generally the situation itself will suggest which a player needs more, high intelligence level or large sector coverage. It is often possible to devote all one's intelligence CSP's to increasing intelligence level before contact is made with the enemy, then to throw everything into sector coverage once a decent intelligence level is attained. This is especially important in the controller game, when your operational intelligence is sometimes all you've got between your beloved homes and the war's desolation.

Combat Support Points

Nothing contributes more to winning (or losing) in ***NDC*** than the use of Combat Support Points (CSP's). Unless one is attempting to run over a wandering headquarters unit, an unsupported attack is a desperate thing. In many cases, only the clever use of his superior CSP's allows the NATO player to survive, thus the importance of properly positioning one's headquarters units; this also, of course, makes HQ units very inviting targets. Players ought to pay close attention to which CSP's are good for what, since they are not homogeneous. Air and artillery are useful for sup-

porting attacking or defending ground units, while signal can assist mode shifts and jam the other fellow up with electronic warfare. Air and signal CSP's are vital for gaining operational intelligence; while a clever bit of interdiction can mitigate the effects of too few units attempting to cover too much ground.

Use of CSP's usually benefits the NATO player more than the Soviet player, who sometimes just has to grit his teeth and bear it. More often than not, however, the Soviet player can ameliorate the problem by eating NATO HQ's behind the lines, if the U.S. player is so foolish as to allow a hole to develop. A word to the wise, etc., etc.

Chemical, Electronic, and Nuclear Warfare

It is difficult to say, with any great deal of assurance, to whose benefit these distinguishing characteristics of the modern battlefield will operate; in the game, on the other hand, they usually help the Soviets. With respect to chemical warfare, this is to be expected—Warsaw Pact forces are far better trained and equipped for it than NATO units. In electronic warfare, this might at first seem surprising, in view of the edge NATO has over the Soviet bloc technologically; but Soviet equipment, being simpler, tends to work more often, and Warsaw Pact forces are not as dependent on sophisticated communication and weaponry systems as their opponents, and hence would not feel their absence as keenly. Political considerations, reflected in the requirement for the Soviets to initiate the use of chemical and nuclear weapons, also work to Warsaw Pact advantage. The Soviet player can wait until the right moment (a foolish concentration of NATO armored forces, perhaps, or a weak spot in a critical sector of line), and then use chemicals or nukes when retaliation would be a day late and a dollar short, and therefore poor comfort.

Nuclear weapons are effective in *NDC* not so much because of their use as because of their availability, which adds a degree of tension to the game, especially for the NATO player. Nothing is so heartbreaking, or so traumatizing, as having the better part of an armored division, on the verge of pinching off a Soviet salient, melt like spring snow under the influence of a couple of 20KT warheads. The NATO player has a more flexible array of nukes available than the Soviet player, but if the Soviet player is cagey, they won't do NATO much good. A favorite Soviet tactic is to mass his forces, nuke a hole in the NATO line, and then scatter to the four winds in the rear areas, leaving the NATO player nothing but isolated units to vent his ire on. All the NATO player can do is sit with his finger on the button and keep an eye on his own troop concentrations. (No NATO player has yet tried massing troops to provoke a Soviet nuclear strike in hopes of using nukes in reply, but I'm sure someone will try it someday.)

Use of Tactical Doctrine

Some players will chafe at the prospect of having to conform their own ideas to the usages of Soviet and NATO tactical doctrine. They should try it a couple of times using the doctrine before going off into variations for some very good reasons, rooted in conflict simulation theory.

Antagonists always have certain expectations as to how they think a battle or campaign will go, and almost always have certain procedures ("doctrine") which they intend to use and which they expect will yield the most favorable results. Nothing is more common than the battle in which the expectations of one (or both) of the sides fail to materialize. In order to have realistic simulations, game mechanics must reflect what actual conditions were, not what conditions might have been expected.

In most "historical" wargames the designer is able to use hindsight as a touchstone against which to test the game mechanics. A game in which use of the historical deployment and historical tactics tends to yield the historical result is usually considered an accurate simulation; designers and developers of games ordinarily tinker with game mechanics until this result is achieved. This will often surface in the "stupidity" rules designed to shoehorn one or the other of the players into doing what otherwise, in the light of the historical outcome or just more advanced knowledge, he would not. Such rules, of course, are generally optional and always easily dispensed with. The more unbalanced an historical situation, the less likely are players to use it, except perhaps once or twice to test the "accuracy" of the simulation; and this is not bad, since the purpose of conflict simulations is to explore alternatives. Games are supposed to be playable as well as realistic, and no game in which one side is relegated to being perenially shellacked will be much played. Hindsight provides both designers and players with a place to "put the other foot."

In a speculative simulation, on the other hand, such extra support is lacking. All one has available is the theory, which history has not played out and checked against reality. ***NATO Division Commander*** is no different. Until the Warsaw Pact actually invades West Germany, we won't know for sure whose assumptions are most correct and whose expectations will materialize. This makes tactical doctrine of prime importance, since it represents the "best guess" of the experts involved on each side, men who are assumed to know as much about the situation as anybody, if not more. As far as the accuracy of the game is concerned, there is no doubt that each side will follow its promulgated doctrine until experience points out any weaknesses—which means for the opening moves, which is all ***NATO Division Commander*** is geared toward.

Some gamers will treat the tactical doctrine requirements of *NDC* as another form of "stupidity rule," an infringement on their sovereign judgment, and will lose no time in ignoring them. This would be a mistake. Soviet and NATO current doctrine, no matter how wise or foolish it might seem to the individual gamer, was developed with certain assumptions and objectives in mind, assumptions and objectives which the player might not be aware of. Those who regard the doctrine as a useless encumberance will not derive as much benefit from playing the game; they will lose the benefit of the "learning device" aspectof a simulation. Players ought to try to work with the doctrine instead of against it; it is not intended to be a straitjacket, but rather a road map, drawn by someone who wanted to get from here to there with a certain route in mind. What does the doctrine tell us about those who designed it? Rather than react to a strange aspect with, "That's stupid!", a gamer should ask, "Now, why did they do it that way?" Who knows—perhaps the professionals really do know what they're doing after all.

Tiomoid M. of Angle

[35.4] PLAYER'S NOTES

Fighting Outnumbered and Winning

In all of the scenarios one side has a numerical superiority over the other. Yet the outnumbered side will quite often find itself in the position of having to attack (or counterattack) in order to preclude a victory by the opponent. The question that will quickly leap into the player's mind, especially aftere a few failing attacks, is just how does one attack when at a numerical disadvantage? The advice given here is strictly a set of guidelines. There is no surefire formula for exactly how many CSPs to allocate or what mode to use in the attack.

The first step is to plan the operation backwards. Just where are you trying to go? How will you get there? What attacks will be necessary? What supporting attacks will be needed to guarantee the main attacks? What CSPs and where will they be needed? Where does the headquarters unit need to be located? Everything that must be done in the game is covered in those questions. So let's break them down into the game structure.

Where are you trying to go? Basically this is set by the game scenario for one side. Off map edge such-and-such by game turn so-and-so. But what about those scenarios where combat units must be destroyed? The answer is: where the opposing forces are located. Seems straight forward enough. Let's go to the next step.

How will you get there? This question is more than simply what physical route will be used on the map. It also asks what are the enemy force dispositions and how can you best accomplish the mission? This raises two questions for the outnumbered force: Where are the enemy units? How can I hit the minimum enemy force at any one time? In game terms, intelligence must be gathered. This is where players can easily make tragic errors in their game playing. The urge to gain total intelligence on each and every counter is overwhelming. But it results in an incredible wastge of CSPs. All that is necessary initially in the game is level 1 degree of intelligence. Then by looking at the disposition of the forces reasonable planning can be started.

The second question within this planning step is how to hit the minimum enemy force. Look for the lowest concentration of units in several adjacent sectors. You want to be able to attack units that are as far away as possible from being reinforced. This idea remains true down to individual counters when making attacks. Always attack so that the minimum amount of enemy units can fire upon your counter. In planning for this step it will be necessary to have level 2 degree of intelligence on as many opposing units as possible.

What attacks will be necessary? So now your attack has a direction to go and enemy forces to encounter. At the same time the physical route to be traversed by your counters has avoided (as much as possible) all Rough-2, rubbled cities, major rivers and that fortress. This all means that the enemy unit sitting on the only Autobahn and the two enemy units in the exit area need to be eliminated. In a game of attrition the attacks will be defined by those opposing forces that are most isolated in their locations or easily accessable to attack. In both cases determining the "necessity" of the attacks lies with the player, but always bear in mind that the idea is to hit the smallest numnber of enemy units with the greatest number of friendly forces. This will require level 3 intelligence (or 4 if you are nervous) against the units in the sector of intended attack.

There is one unit that is always a necessity criteria holder in planning: the *headquarters unit.* Whenever level 2 intelligence indicates the presence of a headquarters in a sector immediately start trying for level 3 intelligence on the headquarters. Within the category of headquarters, the following is the order of priority in attacking: DIVMAIN, DISCOM, DIVTAC, DIVARTY, Bde or Regt HQ. Elimination of these units forces the opposing player into T/O reductions to recreate the HQ. It also achieves a degree of help in performing the next step.

What supporting attacks will be needed? The purpose of supporting attacks is not (necessarily) to eliminate the enemy unit they attack. Rather it is to pin down opposing forces that could be used to reinforce the area of the friendly main attack. An additional benefit is that the enemy will probably

be forced to allocate CSP's to the areas of the supporting attacks thus lowering his potential strength in the area of the main attack. This step goes hand-in-glove with the next step.

What CSP's are used and **Where do they go?** The keynote to the use of CSP's and supporting attacks is: *isolate, isolate, isolate.* Using all of your CSP's and combat units against specific enemy counters in order to eliminate the opposition is a classic case of gathering all of your eggs in one basket. Remember the start of this discussion? Your opponent is numerically superior. The word isolate is being used in the sense of preventing or restricting your opponent's ability to reinforce the area you are attacking. The missions and optional rules that best aid such operations are: EW, counterbattery, interdiction, nukes, and chemical warfare. Anything that increases the movement cost for reinforcements moving into the main attack area or pins/weakens reinforcements with a minimum of effort helps isolate the main battle area.

This is also a reason for attacking headquarters units whenever they are found. The reduction or absence of their staff points restricts or even prevents reinforcements.

Allocating where the CSP's will go forces the player to plan ahead for just what combat differential be at each attack. Maybe 1/39th will need to change mode to improve the results. In another area 1/87th needs some arty CSP's to improve it's chances. All this takes us to the last step logically.

Where does the HQ unit go? This will become self-evident.

Now the game doesn't look quite so confusing. Challenging, yes; but no longer so difficult. Following these guidelines will greatly aid your game playing. So let's put it all together in a mythical attack by 2nd Bde 8th Mech Division against the 11th Guards Tank Division. The 2nd Bde has the Divisional Cavalry Squadron working with it.

Level 1 intelligence indicates the 11th Guards Tank Div as being in Sectors F1-F8 and G3 and G6. Level 2 indicates that the recon forces of the division occupy Sectors F1 and F2 with an unknown HQ in G3 and another in F3. Level 3 intelligence shows G3 to the DIVMAIN for the 11th GD Tank Div. All of this has taken several turns while the US 2nd Bde moved south from Sector C3.

The decision has been made to attack the recon forces in Sectors F1 and F2. This will allow an easily made attack against the DIVMAIN in Sector G3 with eventual movement toward the Autobahn in H3 for fulfillment of the victory conditions (exit battalions off the south mapedge).

The Soviet Player hasn't been completely unaware of what is happening despite his bad initial placement. The U.S. units now find they face the 1/35th Tank Bn, 1/64 Recon Co and 3/64th Recon Co in Sector F1. Sector F2 shows 3/35th Tank Bn and 1/36th Mech Inf Bn in Sector F2. The decision is made to have the main attack against Sector F1. (From here on out assume that all the necessary game-turns have occurred to allow everything to happen and that the players have gathered the appropriate intelligence each time.)

The main attack goes against the 1/35th Tank Battalion (Soviet) by 1/68th Armor, 1/87th Mech Infantry, and 2/68th Armor. The U.S. 8th Infantry Division Cav Squadron (3/8th) breaks down to launch supporting attacks with 1/39th Inf and 1/13 Inf against the two Soviet Recon companies in the sector (1/64 and 3/64). The EW mission is directed against the 1/35th Tank Bn. Arty and Air CSP's are used to perform counterbattery missions against the 3/35th Tank Bn and 1/36th Mech Inf Bn in Sector F2. One 5KT nuke is used against the DIVMAIN HQ. Chemical interdiction is used in sector F3 along the west edge. (So the U.S. had a lot of CSP's.) The 2nd Bde HQ follows the main attack group.

What happened was this: The flank of the Soviet Division was hit so that 2 Tank Bns, 1 Mech Inf Bn and 2 Recon Companies were engaged. Ten Battalions (7 Tank and 3 Inf) plus 1 Recon Co occupying sectors F3-F8 were avoided as immediate threats. The two Recon Companies in F1 were attacked to prevent a screen from being formed (by use of DZ or TZ mode) against the U.S. movement south. The two battalions in F2 were attacked to limit reinforcement of F1. The chemical interdiction made movement by units from the east flank and center more difficult toward the battle or forced a long movement around the contamination. A lucky die roll caused the DIVMAIN HQ to be knocked out temporarily causing loss of Command Control for the Soviet Player. The Soviet units were thus unable to shift out of PD mode in order to get to the west flank quickly. The game ended with the U.,S. eliminating the two recon companies, inflicting serious T/O reductions on 1/35th Tank Bn and eliminating DIVMAIN HQ of the 11th Guards Tank Division. The U.S. 2nd Bde 8th Inf Div lost 1/13 Infantry and two troops of the 3/8th Cav before exiting.

Tom Pratuch

[35.5] PLAYERS' NOTES: IV

V CORPS HQ
052400Z AUG 1987

OPORD (M)

References:

Map: Fulda-Kassel 1;250,000
Map: "Game Map"
Time Zone: ZULU
Organization: As per SOP and status charts

1. Situation

a. *Enemy Forces:* See V Corps INTEL EST

b. *Friendly Forces:* (see SitMap)

1) V Corps continues to defend with the 8th MID to N/NW and 3rd AD (+) to E/SE. III GE Corps continues to delay in sector to W/NW of V Corps left boundary. 11th PzGd Div (Territorial) defends on V Corps left flank as part of III GE Corps. 11th ACR continues to screen V Corps along Eder River and then along line from Frankenburg (in west) toward Bad Hersfeld.

2) Elements of 9th and 12th TAF support V Corps as part of CENTAG/4th ATAF.

c. *Attachments/Detachments*

1/11th ACR (+) attached to 8th MID until it passes through Initial Defensive Surface (IDS). 11th ACR reorganizes at Gelnhausen and reverts to V Corps reserve.

2. Mission

8th MID, as part of V Corps, will destroy first and second echelon divisions of 1st GTA (–) entering the main battle area; be prepared to conduct counterattacks on order in support of REFORGER units.

3. Execution

a. *Concept of Operations* (see overlay)

1) Maneuver: 8th MID conducts mobile operations/mobile defense in sector to disrupt attack of 1st GTA leading to the ultimate disintegration of 1st GTA. Covering Force Surface (CFS) for 8th MID will be established along the Schwalm R.-Frankenberg line with forces as necessary to shape the battlefield leading to strong counterthrusts; however, not more than three battalions will be tasked with the CFS mission. Initial Defense Surface (IDS) will be established in the general vic of a line running east-west from 3919 to 0819 on "Game Map."

V Corps initial objective is to disrupt 1st GTA while establishing conditions for counterstroke toward Kassel cutting off support to major elements of 1st GTA and 20th CAA.

Corp thrust-line will be in 3rd AD sector (see overlay).

2) Fires: Nuclear Release is not authorized. Priority of Corps fire support assets to 3rd AD. Fire support and TacAir as per SOP and status charts.

b. *Engineers:*
Engineers will destroy bridges in area of CFS and reinforce terrain to slow and channel enemy; barrier plan will support mobile operations for division and corps counterstrokes.

c. *Reserves:*
One (1) tank battalion of 8th MID will remain under division control for use as Corps contingency force and will deploy at Alsfeld until 11th ACR passes through IDS.

d. *EEI:*

1) Where will 1st GTA make its main effort?

2) When and where will the Div CPs and 1st GTA CP be located?

3) When and where will enemy commit second echelon div?

4) Where location of Regimental trains?

4. Service Support

As per SOP; priority of V Corps support to 3rd AD.

5. Command and Signal

V Corps CEOI applies.
V Corps HQ at Hanau.

INTEL ESTIMATE

1. Mission

8th MID, as part of V Corps, will destroy first and second echelon divisions of 1st GTA (–) entering the main battle area; be prepared to conduct counterattacks in support of REFORGER units on order.

2. Area of Operations

a. *Weather:*
Weather in August is usually sunny and dry; however, rain showers of 8 to 16 hour duration may be expected. Off-road movement during precipitation will be substantially reduced.

Fog: 5 to 10% chance during the morning (0400-1200).

Rain: 40 to 45% chance at any time.

b. *Terrain:*
The terrain between Kassel and Giessen, as shown on the map board, is predominantely forested with some urban build-up in the non-forested areas. Rough terrain generally divides the combat area into two north-south avenues of approach, along a line running from the Staats Forst Affoloean (in the north), through the Kellerwald, and then to the Vogelsberg. The eastern avenue follows the Schwalm R. valley and the western avenue follows the Wohra R. valley. However, there are other terrain features compartments that generally run NE to SW, the Frielemdorf, Ziegenhain, Stadt Allendorf, Marburg axis being the principle one; autobahn also provides rapid NE-SW movement.

The eastern avenue of approach will provide the fastest access to the NE-SW compartments. The western avenue of approach has restricted maneuver room and terminates in a major forest, the Staats Forst Marburg Nord.

Terrain appears to favor a defensive mission but rapid lateral movement will be restricted due to the few E-W roads. The eastern avenue appears to have an advantage in high speed maneuver and is favorable to armored deployment.

3. Enemy Situation

a. *Dispositions:*
Since 051200Z AUG elements of the 11th ACR have been conducting a delay against regiments of the 7th GTA and the 27th GMRD. At 052400Z elements of 7th GTD have crossed the Eder R. SE of Fritzlar with two Tk Regts leading. Concurrently, the 27th GMRD pushed two MRR across the Eder R. vicinity of Bad Wildengen. Unidentified (U/I) elements have been detected near Route 252 (paralleling the Eder R. in the West) and N. of Frankenberg. 11th GTD is located on "map" sheet to N vic. Sachsenhausen.

1st GTA HQ located vic Kassel.

Initial dispositions suggest the 1st GTA has weighted the eastern avenue of approach.

b. *Composition*

7th GTD
7th Recce Bn
25th Tk Regt
26th "
27th "
28th MMR

11th GTD
11th Recce Bn
33rd Tk Regt
34th "
35th "
36th MRR

27th GMRD
26/27th Recce Bn
91st MRR
92nd "
93rd "
94th Tk Regt
27/27th Tk Bn

These three divisions represent approximately 900 tanks and 360 to 420 guns.

c. *Strength*

1) 7th GTD and 27th GMRD have recently been committed from second echelon; they are at full strength. 11th GTD has been involved in very limited fighting against III GE Corps and is also estimated to be at full strength.

2) Reinforcements for the 1st GTA can be either an EG MR Corps, a CAA from the Polish Front, or both.

a) EG MR Corps can reinforce by 070400Z.

b) CAA can reinforce by 080400Z.

3) Frontal Aviation can provide some support to the 1st GTA; however, most TACAIR assets are tied up in airfield strike missions and some deep interdiction missions. PVO Strany (air defense) can provide substantial counter-air capability over the FEBA and Soviet rear.

4) There has been *no* TAC/THEATER NUCLEAR activities.

d. *Recent Activities*

1) 20th CAA passed through the 1st GTA 051200Z; 20th CAA continues to attack against III GE Corps. Relief was conducted with no major problems.

2) 6th GTD and 9th TD have been in heavy contrast with III GE Corps until relieved by 20th CAA. 9th TD was badly mauled and is resting N of Kassel; it will remain combat ineffective for at least 48 hours.

3) 7th GTD, at 052400Z has pushed two Tk Regt across Eder R. (see SitMap); it continues to attack 11th ACR. 27th GMRD, at 052400Z has advanced two MRR across Eder R. (see SitMap); it continues to attack toward south.

4) 11th GTD HQ remains in vic Sachenhausen and appears to be reorganizing the uploading ammunition. Tk Regt of division may be on the move by 060400Z.

5) Sov Frontal Aviation has been active over V Corps sector; some attacks against elements of 8th MID have occurred.

6) 1st GTA commander stressed that maximum offensive efforts are imperative to achieve the "norms" and high expectations of the General Staff. "Norms" most probably refer to the capture of the Mainz crossing sites and forward airfields. It was emphasized that the mission must be accomplished before the 4th MID and 2nd AD REFORGER units arrive in theater.

4. Enemy Capabilities

a. *Attack:*
1st GTA with 7th GTD, 11th GTD, and 27th GMRD have the capability to attack immediately (by 060400Z). This attack will be well supported by artillery and tacair. An attack could have 5-7 regiments in the first echelon according to doctrine; an attack will probably be weighted in the eastern avenue of approach so as to seize NE-SW compartments as fast as possible. 1st GTA intermediate objective is probable major road junction east/southeast of Giessen. The final obj is probably the Mainz crossing sites.

The enemy has two major options:

1) Fight 7th GTD and 27th GMRD to south with 11th GTD in second echelon to be used as an exploitation force. Weight of main attack would be in eastern A/A. 11th GTD would then be committed through 7th GTD or between 7th and 27th Divs.

2) Fight 7th GTD, 27th GMRD, and 11th GTD abreast with either 27th or 11th providing one regiment for army reserve. Main weight would remain in eastern sector but more weight in western corridor than in option one (1). The second option also provides more combat power forward than option one (1).

b. *Defend:*
While the 1st GTA could resort to a defense of the 20th CAA salient, it is not expected to do so. Defense would be conducted with two tank and one MR divisions in the first defense belt with the 11th GTD in the second defense belt and the 9th TD as army reserve. If 11th GTD remains in second echelon it could defend if 1st GTA main effort fails.

c. *Reinforce:*
1st GTA can receive numerous reinforcement as delineated in para. 3.c.2 above.

5. Conclusions

The 1st GTA will attack and be in contact with the 14th ACR covering force by 060400Z AUG. Attack will most probably be weighted in the eastern avenue of approach with as many as two divisions. The objective would be to initially seize the NE/SW corridors including the autobahn. The intermediate objective of 1st GTA is probably the roads east of Giessen. 1st GTA operations will be based on achieving overwhelming combat power to achieve one or several penetrations followed by an exploitation, when and if possible.

Authenticated:

Mustang
C/S V Corps

[35.6] STRATEGIC NOTES

The strategic map (taken from the central front map of SPI's *Next War*) shows all the divisions deployed in the general strategic area of the ***NATO Division Commander*** maps (shown by the shaded area on the strategic map). Also shown is the general deployment area of the 5th Corps and the Soviet 1st Guards Tank Army (the ***NATO Division Commander*** units). North of the ***NDC*** map area, approximately ten Soviet and Warsaw Pact divisions will be facing approximately ten NATO formations. While some of these NATO units are not divisions, for practical purposes, they are at least equivalent to Soviet divisions.

Just to the east of the ***NDC*** maps, one and a half NATO divisions face two Warsaw Pact divisions coming through the Fulda Gap. South of the ***NDC*** maps, the situation becomes more interesting. Out of Czechoslovakia, one could expect at least a "demonstration" by the Czech army. These half-dozen divisions, however, are not expected to cause a great deal of trouble. Their main function would be to pin down some NATO units.

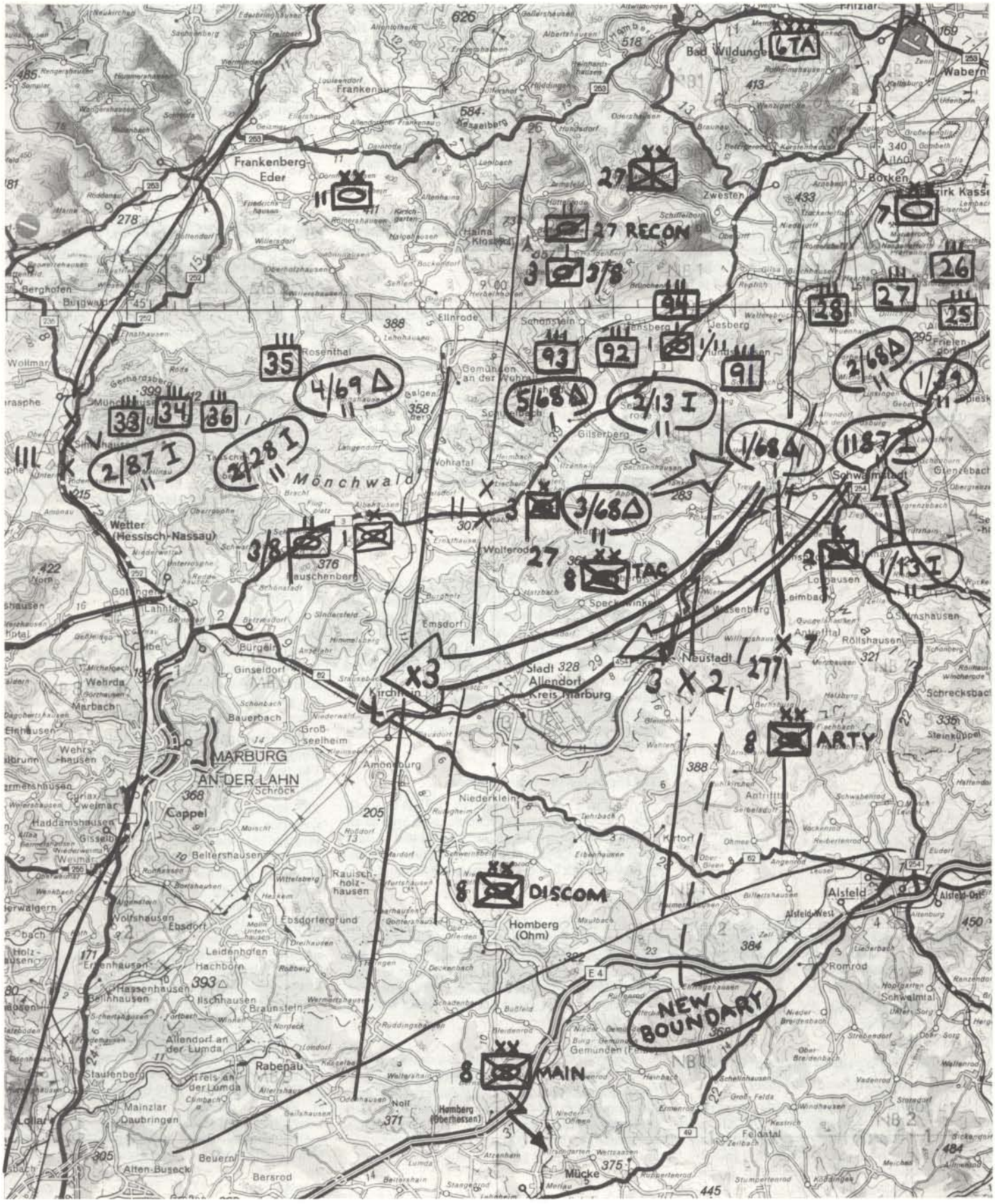
More troublesome would be the four or more Warsaw Pact divisions coming from the Hof Gap. To face these and watch the Czech units are six NATO formations (two of which are regiment size). Even this seeming mismatch, however, does not give the Soviets a sufficient preponderance of force to achieve a breakthrough.

As yet uncommitted is the 1st Guards Tank Army, comprising four tank and one infantry division. The two divisions and single brigade of the U.S. 5th Corps are also not yet committed.

This setting is the basic strategic premise for the scenarios of ***NATO Division Commander***. It is assumed that the Soviets manage to get 1st Guards Tank Army close enough to the East German border to allow for a dash north of Fulda Gap toward Marburg or Giessen. The U.S. reserve units, held somewhat to the south of the ***NDC*** maps, would then be committed to stopping them. Should the Soviet "end run" achieve sufficient surprise — and be fast enough — it could make it off the ***NDC*** maps and either straight on to the Rhine or to the south and through the major logistical support area of Frankfurt.

This, then, is the basic strategic rationale for the ***NDC*** scenarios. It should be kept in mind that even with the 1st Guards Tank Army and U.S. 5th Corps uncommitted in the early stages of the war, the Soviets still do not have sufficient force to easily break through. Consideration of a breakthrough of this sort, of course, presupposes a rapidly initiated war. A more gradual mobilization would simple present more set-piece type battles — and that sort of battle, too, is included among the ***NATO Division Commander*** scenarios.

The situation in Berlin is also an assumption, in that the Berlin garrison (equal defensively to at least two or three Soviet divisions) would have to be contained by at least a few divisions. More likely, the Soviets would try to reduce Berlin as soon as possible, thus freeing the units employed there for service further west.

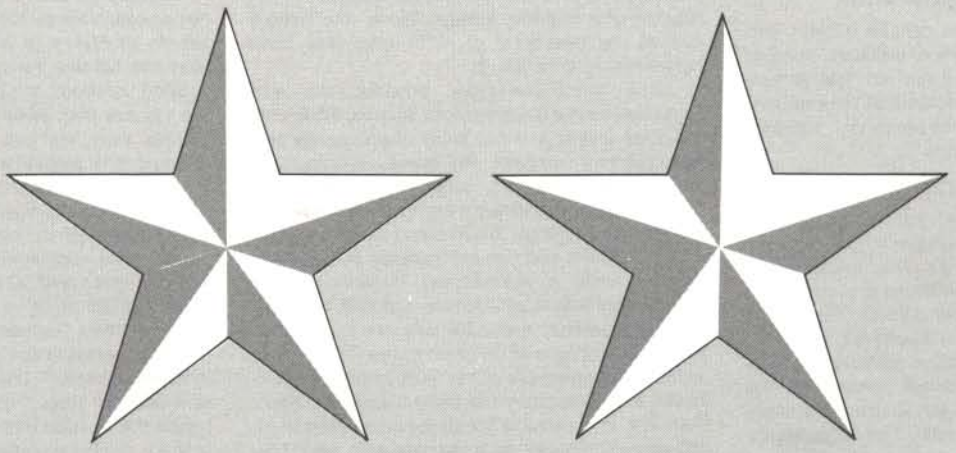


1. 1/2/11 and 2/1/11 overrun and dest. 4/69A atks to break contact and maneuver to assist 2/87I. Two bns from 2d Bde shift from least threatened sector to provide depth in threatened sectors.

2. 1/68A ► 1Bde, 1/87I ► 3d Bde, 2 × 3 Bde boundary shifts to adjust MBA-C³.

3. 2/68A ► hvt losses to airstrikes and massed artillery.

4. H + 24 ► H + 32 Game #3. "Active Defense" vs. Soviet "Multiple Penetration" OM. Soviets continue very heavy pressure on 2/87I and 2/13I. US shift bns to maintain depth of front. Morning fog.



NATO DIVISION COMMANDER

Command and Control in the Modern Battlefield Envirionment

If war comes to Europe, the outcome will hinge on the ability of the opposing leaders to analyze and react correctly to the situation. All of the calculations showing one side's numerical or technological superiority in a given area is meaningless if these advantages cannot be brought to bear at the critical point and time. The history of warfare shows time and again that the so-called inferior army can win by mustering its assets at the right place and time, whether it be led by Frederick the Great or Robert E. Lee or Erwin Rommel. Should a general war break out in Europe, speed and accuracy in analysis and in reacting accordingly will be critical. Therefore, it is in many ways more important to examine the control structure which must accomplish these tasks than to simply count rifles and tanks. It is the commander and his staff which accomplish this: the staff makes the analysis, and the commander the decision based on the analysis. A failure at either point sows the seeds of failure in the war.

by Stephen B. Patrick

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Divisional Organization

Generally, all divisions can be broken into combat units (infantry, armor, artillery), combat support (signal, engineers), and combat service support (administration and logistics). In addition, a certain amount of control personnel normally form the division headquarters.

U.S. Army

The U.S. Army has been operating under the ROAD (Reorganization Objective Army Division) concept since the early 1960's. The "ancestor" of the ROAD concept was the method of organization used by the armor divisions during World War II – essentially a building block concept. The U.S. division works off what is called a division base. It then has five major subordinate commands: the support command (DISCOM), divisional artillery (DIVARTY) and three brigades. The brigades are normally numbered 1, 2 and 3 in active divisions. However, National Guard divisions sometimes have higher numbers and the independent brigades usually have a brigade number to reflect the earlier division located in the state. When, as with the 2d Armored Division or the 24th Infantry Division, a National Guard brigade is made a part of the division, then the traditional numbering is altered to permit the Guard unit to retain its number. There are variations in division organization among airborne, mechanized, airmobile, armor, and light infantry divisions. The type of division deployed in Europe is the armor or the mechanzied division. Except for the mix between tank and infantry battalions, the two types are essentially similar in organization.

Division Base. The division base is composed of a headquarters and headquarters company, military police company, aviation company, signal battalion, engineer battalion, air defense artillery battalion, and armored cavalry squadron. Functionally, the MP company performs normal traffic control duties, security for the division command post, provost marshal duties, control of the POW collection points, criminal investigation within the division, and the like. The aviation company is primarily for command and control of division operations and is equipped solely with helicopters. The signal battalion not only provides personnel for the division CP, it also runs the wire, provides forward signal centers so that the division can keep in contact with the brigades and DIVARTY, and it can process photographs from such things as aerial reconnaissance missions. The engineers, aside from regular combat engineer functions (installing and breaching obstacles, etc.) have a bridge company capable of putting in a floating bridge as long as 472 feet and able to carry any of the division's assets. It also has four bridge launchers for the AVLB (armored vehicle launched bridge). The cavalry squadron has three armored cavalry troops plus an air cavalry troop. The latter is equipped not only with helicopters for recon work, but also with gun ships to provide an offensive punch. The air defense battalion is a relatively new element and is normally equipped with Vulcans and Chapparel anti-aircraft weapons. However, the M42 Duster is still in the inventory in National Guard divisions.

Combat Service Support. The Division Support Command (DISCOM), as its name implies, provides the division support activities. Aside from its own headquarters and headquarters company, it has an adjutant general company, finance company, medical battalion, maintenance battalion, and supply and transportation battalion. The functions of these elements are self-explanatory.

Combat Elements. The division artillery is composed of three direct support battalions, equipped with 155mm SP howitzers, and one general support battalion with 8" SP howitzers. It normally places one of the 155 battalions in direct support of a brigade, though this is very flexible due to the possibility of reinforcing fires from corps level artillery groups.

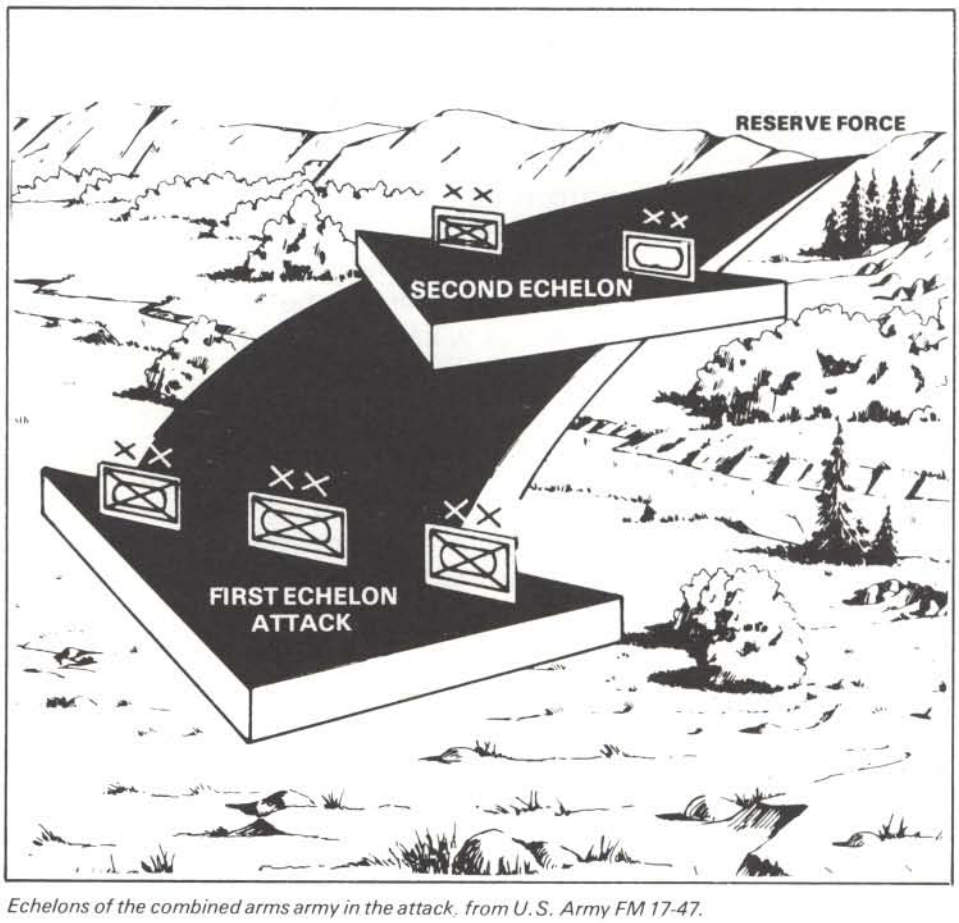
The three maneuver brigades are also organized on the building block system. Their only assigned unit is a rather small headquarters and headquarters company. All maneuver battalions are attached and are subject to detachment depending on the division commander's view of the tactical situation. An armored division has six tank battalions and five mechanized infantry battalions, while a mechanized division has six mechanized infantry battalions and four tank battalions. However, these *are* only norms and divisions exist today with different mixes. This is quite within the framework of the ROAD concept. Normally, brigades command three to five battalions. Actually, it is possible for divisions to have more than three brigades, as is the case with the 2d Armored Division. The brigade commander, in turn, has the lee-way to tailor the battalions under him to suit the situation. He can either leave them "pure" or he can cross-attach. Cross-attachment can occur at battalion level and at company level and involves a tank and mech unit swapping elements. Battalions exchange companies; companies exchange platoons. Each commander has the power to tailor his unit to suit his needs.

The West German Army

The West German Army is quite secretive about their organization. Matters which are routinely made public in the U.S. Army are classified with the German equivalent of "For Official Use Only." The problem is muddled further by the fact that the Germans are in the midst of a significant reorganization. However, the principal changes will be at the battalion level.

Division Base. The German division base is not as elaborate as the American. Panzerdivision has no equivalent of DISCOM. All of the support elements fall directly under division control. They employ, in effect, the old trains concept. Indeed, the control and administrative element is much smaller than the U.S. equivalent. Aside from headquarters elements, the typical division base would have an aviation company, equipped with 12 light observation helicopters, an MP company, a chemical defense company, a signal battalion, an armored reconnaissance battalion equipped with 28 tanks and 50 APCs, an air defense battalion with 36 of either the old US M42 Duster or the new West German Gepard. There is also an engineer battalion and an artillery regiment. There is no equivalent of DIVARTY in the German division because they divide their artillery assets between the division and the brigades. The division artillery regiment consists of only one howitzer battalion and one missile battalion. The howitzer battalion is, in turn, divided into two batteries of six 155mm howitzers (SP) and one battery of four 8" howitzers (SP). The missile battalion has three Lance batteries.

Combat Elements. The German brigade is a much larger base element than its U.S. counterpart. The Germans view the brigade as a self-sufficient entity, whereas the U.S. concept makes the brigade strictly a tactical headquarters to provide a command echelon between division and battalions. The Germans follow a much more rigid brigade structure and do not follow the U.S. system of attaching battalions to brigades as the tactical situation requires (which is not to imply that the Germans cannot do this, merely that they normally do not). The German brigade base has a headquarters element, a security element, an anti-tank company (composed of 13 SS-11s on the



Echelons of the combined arms army in the attack. from U.S. Army FM 17-47.

Jagdpanzer chassis in an armored division and 16 Jagdpanzers with 90mm gun and eight with SS-11's in the mech brigade). There is an engineer company, capable of performing combat engineer functions, equipped with four AVLBs and two tanks. In addition, the brigade has its own recon platoon, consisting of 10 APCs, a maintenance company, and a supply company. Finally, each brigade base has a 155mm SP battalion. In effect, the Germans attach permanently to their brigades most of the elements which the U.S. Army holds at division level and places these elements in direct support of brigades as the situation requires.

The existing battalion organization and mix has two tank battalions and one mech battalion in an armored brigade and a reverse mix in a mech brigade. The tank battalion in an armored brigade has 54 tanks, divided into three 17-tank companies. The mech battalion for an armored division currently has 50 APCs and 37 MILAN heavy anti-tank weapons (missiles, like the U.S. TOW). Each mech battalion has 16 APCs and an appropriate slice of MILAN as well as a support company of six 120mm mortars. The tank battalion for the mech brigade has 71 tanks, because there are four 17-tank companies. The mech battalions are identical in the mech and armored brigades.

Under the new program, called Brigade 80, there will be a radical change at battalion level. The armored brigade will now have three battalions, but each battalion will have only 33 tanks – three in the headquarters and 10 in each of the three companies. The brigade will still have only one mech battalion, but that battalion will also be cut back to 43 APCs and 43 MILAN. It will have four companies with 10 APCs and the same support company as the current battalion. The mech brigade will still have two mech battalions, organized identical to those in the armored brigade, but they will now have two 33-tank battalions. In effect, then, the Bundeswehr will have standardized the organization of its tank and mech infantry battalions regardless of the type division it is in. The net change is a loss of 15 tanks in the mech divisions and 27 tanks in the armored divisions. There will be 21 fewer APCs in the armored divisions and 42 fewer in the mech division.

The Soviet Army

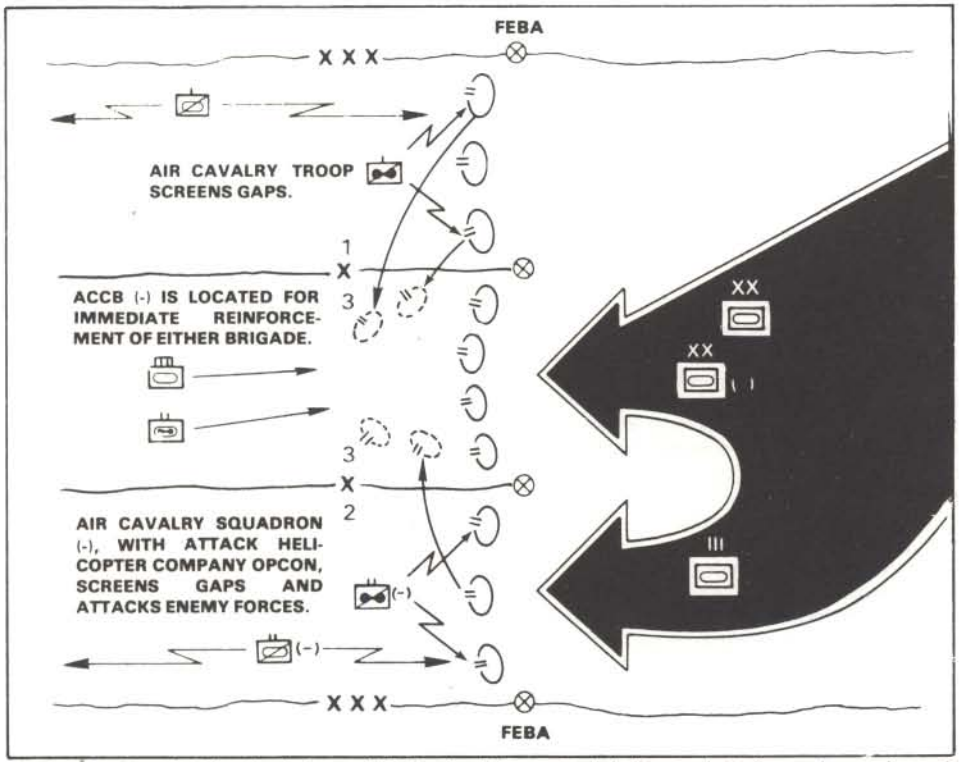
Division Base There are two principal types of division in the Group of Soviet Forces Germany: the tank division and the motorized rifle division. Both have larger division bases than either the U.S. or West German systems, because the Soviets place less combat service support elements at regimental level and below than the western armies. Most important, the division troops include far more artillery of various types, reflecting a long-standing Soviet interest in artillery. The motorized rifle division has an independent tank battalion, which is nominally as large as the current U.S. tank battalion, although in practice it seems to vary considerably in size, it also has a recon battalion of 20 BRDMs, and signal, engineer, medical, chemical defense, maintenance, and transportation battalions. Again, as with the West Germans, there is no formal equivalent of the U.S. concept of DISCOM.

Combat Elements. The divisional artillery elements include an anti-aircraft regiment (consisting of four batteries, each containing six 57mm anti-aircraft guns) and an artillery regiment (consisting of one battalion of three batteries of six 152mm howitzers and two battalions of three batteries of 122mm howitzers). There is a multiple rocket launcher battalion which has 24 × 40-tube 122mm rocket launchers, a FROG (Free Rocket Over Ground) battalion of four FROG-7 launchers, and an anti-tank battalion of 18 100mm anti-tank guns.

The regiment is the principal subordinate element of the Soviet division. There is no brigade. The regiment is a fixed formation with the only augmentation normally being from the artillery assets. The regimental base has a recon company of three PT 76 light tanks, an anti-aircraft company of four ZSU 23-4 and four SA-9 surface-to-air missile launchers, an engineer company, a medical company, a transportation company, a signal company, a maintenance company, a chemical defense company, and a services element. In addition it will have a battery of either six 120mm mortars or six 122mm howitzers, and an anti-tank guided missile battery (Saggers). The motorized rifle division has three motorized rifle regiments and one tank regiment, while the motorized rifle regiment has three motorized rifle battalions and one tank battalion.

The tank division differs from the motorized rifle division in several areas. It has no divisional tank battalion; the organic tank battalions consist of three 10-tank companies (as opposed to the four 10-tank companies found in the tank battalion of the motorized rifle regiment). There is no anti-tank battalion, and the artillery regiment is made up solely of 54 × 122mm howitzers. The tank regiment has a chemical defense platoon, rather than a company, and there are three tank regiments and one motorized rifle regiment in a tank division.

Despite this apparently rigid organization, the Soviets also have some organization techniques for combat. They do practice the combined arms concept, although not cross-attachment as the term is understood in the U.S. Army. They assign motorized rifle battalions to the lead tank regiments in a tank division and tank battalions to the lead motorized rifle regiments in the motorized rifle division. However, the remainder of whatever type of regiment is losing elements remains in the second echelon and normally does not detach an element to the second echelon regiment. (Normally, the Soviets operate with two regiments up and one back, not as a reserve, but more as a means of putting weight on the principal axis of the division's advance; whichever type of regiment is broken up to reinforce the first echelon constitutes such reserve as they normally form.) In addition, the Soviets normally establish *ad hoc* artillery groups by assigning artillery assets from higher headquarters down to the various elements. Thus, a regimental artillery group would consist of the regimental artillery assets plus some division artillery; the division would have its own artillery group consisting of whatever was not assigned to the RAG plus reinforcements from the Army artillery assets. Typically, the division retains control of the missile assets (FROG, MRL) and also often takes control of the artillery assets of the second echelon units, as well as keeping any larger calibre artillery assigned from Army (such as 130mm). The regimental artillery group (RAG) usually gets the more mobile tube artillery.



Air Combat Cavalry Brigade reinforces 3d Brigade with one attack helicopter battalion and uses air cavalry to screen gaps in 1st and 2nd Brigade sectors, from U.S. Army FM 17-47.

This article is continued on the following pages in modular discussions of specific topics.

STAFF ORGANIZATION

In the Beginning, There Was An Assistant...

Throughout the history of war, commanders had small staffs. They had certain people to do routine administrative things, but the staff, as it is understood today, is a fairly modern concept. This was because armies and battles were small enough so that a commander could keep track of the battle's progression. When the battle was over, both sides usually broke off to repair damage. The commander could almost count noses to see what the status of his troops was. With the advent of the Napoleonic Wars, this changed. It was the Prussian General Staff which formalized the staff as it is generally known today. Their first step was the introduction of an operations officer. The adjutant general was the principal staff officer, but it became apparent that someone had to be involved in the regular planning of operations — free of any other concerns. Before long the other elements found on a staff arose: the intelligence officer and the supply officer.

Staff Authority: How Much Is Enough?

The staff's main function is to attend to the numerous details necessary in advising the commander. If the staff does its job, the commander is free to concentrate on those areas where his emphasis is needed. This requires a delicate touch. The staff officer has no command authority, an area jealously guarded in all armies; he can only advise. A problem arises when the staff tries to anticipate the commander's needs. The commander obviously has certain plans, and those are known to the staff. There are, however, logical extensions of these plans. Making these extensions is the staff's hardest task. If the staff accurately anticipates the commander's future course of action, things move freely. If they inaccurately predict it, then time has been wasted. As a result, there is a tendency toward conservatism among staff officers. It is seen as better to proceed slowly than to rush into something and end up in a blind alley. Regardless of the course taken, it is always within the context of the basic doctrine of that nation's military. The way in which a military doctrine is worked will determine what the staff really becomes involved in. In a system such as the Soviets have, with detailed instructions coming from headquarters, staff work is more laborious. Where the actions of the subordinate are expected to follow the same course in the same situation, the staff work need not be as complex. No matter which system is used, there is a basic function of all staffs: accumulation of information, analysis of that information and furnishing the commander with appraisals of the sitution.

U.S. Army

The U.S. Army division is divided into two types of staff officers: the general or coordinating staff officers and the special staff. At brigade and battalion levels, there are counterparts to the general staff officers, but not always to the special staff officers. The general staff officers are all designated assistant chiefs of staff. The G1 is responsible for personnel, the G2 intelligence, the G3 operations and the G4 logistics. In addition, there is a G5 for civilian-military operations. This is unique in the U.S. armed forces and there is sometimes a brigade level counter-part. The general staff are considered advisers, planners, coordinators and supervisors. The detailed operations are left to special staff officers. The special staff for a division would consist of the air defense artillery battalion commander, the field artillery representative, the aviation unit commander, the chief engineer, the chemical officer, the adjutant general, the chaplain, the signal officer, the finance officer, the provost marshal, the information officer, the surgeon, the staff judge advocate and the transportation officer. The relationship between special staff officers varies, depending on circumstances. For example, the provost marshal would normally fall under the G1 when dealing with discipline in the division, but he might work for the G2 when dealing with command post security or POW collection. The signal officer might be responsible to the G3 since the signal battalion would support the division operations, but in signal security, the G2 would be the principal staff officer involved. The special staff officers would report to their appropriate general staff counterpart, and the general staff is coordinated by the chief of staff. He coordinates both the general and special staffs and is the principal funnel for information between

C^3 KEEPING IT ALL TOGETHER

One of the popular buzz-words in the U.S. Army today is C^3, which stands for command, control and communications. The new FM 101-5, *Command and Control of Combat Operations*, defines how the division commander integrates and employs the division battlefield systems, coordinating the interactions of the systems that keep the division running smoothly. Thus, the commander need only be involved with direction or solutions to major problems. This system is an adaption of civilian management concepts to military operations. In many ways, these management concepts are the counter-part to leadership concepts. Traditionally, the commander was solely a leader, highly visible, involved in everything, and seemed to personally make things happen. Obviously, a commander can only be involved in so many things at once. The rest is delegated to subordinates, which is the essence of the staff concept and chains of command. Central to the management concept is management by exception. This is the reverse of the leadership role since a manager maintains a low profile — giving direction and then monitoring it. If operations run smoothly, the manager need take no action until the operation is accomplished and new direction needed. When things don't go well in a given area, the manager can focus his attention there, leaving efficient operations to their own devices. This concept, in turn, gives considerable latitude to subordinates. Ideally, in this concept of management direction does not tell how to do something — it simply tells what is to be done. Although direction may suggest viable alternatives to preclude "wheel spinning", it is usually up to the subordinate to determine how to get the job done. Translated into military concepts, this is giving missions, rather than detailed instructions.

U.S. Army

As mentioned, the introduction of management concepts to the Army is relatively new. The origins can be attributed to Robert McNamara who, as Secretary of Defense under Kennedy, brought these concepts from his civilian management experience. There has been considerable controversy in the Army over the validity of these concepts, with some people leveling the charge that the Army is now breeding managers — not leaders. As with anything carried to an extreme, the management concepts can allow several problems to arise, including the diffusion of responsibility: "I told him to do it, but I didn't tell him to do it *that* way." Thus, people inclined to slight their responsibilities pass the buck to faceless subordinates. Nonetheless, the Army is following through with management by exception, as the new FM 101-5 clearly indicates. As a result, the U.S. Army is clearly in a state of flux on the matter of C^3. In a system based on personal leadership, orders tend to be more explicit, containing not only the mission but also specific instructions for its execution. The practical experience of the U.S. Army favors management by exception — even if not formally recognized as such. Division commanders have learned to allow their battalion commanders latitude in operations simply because they could not run the battalions personally. If the battalion commander is qualified, he should be allowed to do his job. The same applies to staff officers. Thus, while management by exception may not have been formally recognized and identified as such before, it has been applied to keep the commander from getting bogged down in detail, thus losing control of the overall situation.

Delegation of Responsibility

Under the current C^3 concept, the division commander would examine the mission given by headquarters, as well as the tactical situation it engenders. He would then allocate his maneuver elements accordingly and align the supporting elements to work in the same direction. It would then be the task of subordinates to assure that this alignment functioned. Their tools are the staff. Through staff procedures, they furnish the information necessary to determine what alignments should be made among the division's elements. They would then implement the commander's guidance in specific directives to maneuver and support elements.

The Information Problem

To manage by exception, the commander must have a grasp of the entire scenario, so communications are critical. Communications does not simply mean the radios, wire and teletypes. To be sure, if they don't work the commander loses control of the situation, being unable to react to problems. A more critical element is ensuring that the information he does receive will be pertinent. The primary difficulty is winnowing out trivia to ensure the flow of critical information forward. To some extent, the subordinate units will do this. One man wounded in a battalion is not critical in a tactical situation; a company being blown out *is* critical. The former would be reported in routine personnel reports; the latter would require immediate communication. At the staff level, where this information is received first, further winnowing must occur. The G1 will

the staff and the commander. In the brigade and below, his equivalent is the executive officer.

The U.S. Army uses two assistant division commanders, with the rank of brigadier general. Although there are no prescribed duties for them, commonly one is assigned support functions, the other maneuver.

The West German Army

The Bundeswehr is organized more sparsely than the U.S. Army. They have always had a smaller staff and in fact, when West Germany re-armed after the war, they deliberately expanded their staff in order to make interface with the U.S. Army easier. The Germans have different designations for their staff officers: the 1-a is equivalent of the G3, 1-b to the G4 and the 1-c to the G2. The staff responsibilities are essentially the same, though there is no equivalent of the G5.

An element central to West German combat operations is that commanders and units are trained to react in certain ways to certain situations. Not that there is a rigid, set-piece approach, but doctrine is worked out in detail and followed closely. This allows a smaller number of staff personnel simply because the supervisory requirements are reduced. This, in turn, allows a different internal functioning of the staff. The staff is organized into cells. These cells inter-relate with other cells, but are essentially self-contained operations. For example, they have a command and control cell, an intelligence cell and an operations cell. The information center contains an information cell, a liaison cell, a rear CP liaison cell and logging-in cells to control the flow of messages in and out of the CP. The communications center contains a wire communications cell, a teletype cell, a radio cell and a cryptographic cell. There is also a combat service support cell. These cells are responsible for their own operations and coordinated by the appropriate general staff member. There is no counterpart, as such, in the U.S. Army. In the U.S. format, the G3 section may have individuals assigned to specific functions, but the whole section is designed to function as an integral unit. An example of the division of these functions is in the information center. They deal with messages which are not acknowledged by the person to whom they are sent. This places certain initiative on the information center to recognize who has received what message and react accordingly. The chief of the operations center has decision-making authority on operations plans. No similar authority is given a staff officer under the U.S. system as such authority is regarded as a command prerogative, to be violated only when the commander is not in a position to take action and action must be taken.

The Soviet Army

The Soviet army has a substantially different concept of staff organization. Most of the western nations chose to emulate the Prussian General Staff concept after the Prussian successes in the 1860's and in the Franco-Prussian War, thus there is a substantial similarity among their staff systems. The army of Tsarist Russia followed its own course and the Soviets have, in turn, looked internally for their military organization.

As in all armies, the top of the command/staff relationship is the unit commander. He is usually the senior officer of the primary combat arm in the force. During the Second World War, the Soviets placed special emphasis on the commander being fully knowledgeable about activities in his unit. This has continued, and the division commander is personally responsible for directing operations. In peacetime he has a first deputy commander. In theory, this position is vacated in time of war with the first deputy commander either taking his own command or staying behind in other functions. Whether this would occur in practice in modern battlefield situations is questionable. However, it is possible that the position of assistant division commander would devolve upon the chief of staff. Under the Soviet system, the chief of staff is more important than in the western systems. Rather than being a coordinator for staff activities, he has authority to issue operations orders in the commander's name. In the U.S. system, only the commander can issue orders, though the chief of staff's signature may be on copies to authenticate them. He is responsible for the execution of the commander's orders. This implies the authority to follow through on his responsibility. Whereas in the western system the staff has no formal authority over subordinate

receive casualty reports. The reports for a given period may not reflect a serious impact on the unit's ability to perform its mission. However, when seen in context with previous reports, it may reflect that the unit will have trouble continuing their mission. A battalion may have a mission to take a particular objective. Losses received may not stop them from taking that objective, but it may impair their ability to continue to another objective. As the battalion's commander may not have received a mission for another objective, he won't report his casualties as critical at that point. However, the division commander will want to know the battalion can't go much further *before* he issues the order to proceed to the next objective. This is where communications become central. The G1 can advise the commander that the battalion is reaching the end of its capabilities, and if further action is required, it will either have to be reinforced or replaced by a stronger unit. In the U.S. Army, there is no particular difference between the C^3 concept and current methodology. All units have reporting procedures allowing the monitoring of elements reflecting its ability to do the job — whether in periodic personnel reports, fuel or ammunition reports, or any other area of importance.

Headquarters is a Dangerous Place to Be...

Control, under C^3, implies the ability of the commander to keep a handle on all pertinent elements in order to step in where necessary. This area is undergoing considerable change in U.S. Army doctrine. Traditionally, the division has maintained two command posts, a main CP, which is forward, and a rear CP, usually located in the trains area. The commander kept abreast of the situation at the main CP. The rear CP performed a monitoring function, ready to act as the main CP if it were knocked out, and primarily concerning itself with administrative and logistical details. However, the main CP tends to attract a lot of people. The principal staff officers tend to be there, including the majority of the G2/3 sections, the fire support, the air liaison people, etc. The main CP was — and is — a bulky operation. After viewing the 1973 Arab-Israeli war, it is apparent that any future wars will be highly mobile, at least at the outset, if not for the entire length of the war. A division commander bound to the cumbersome main CP is likely to lose control of the situation. Further, with the Soviet's emphasis on direction-finding capabilities and a doctrine emphasizing the importance of knocking out command headquarters, the signal array of a main CP becomes a very attractive target. With radios so critical to control, there are only two solutions: cut down radio traffic or keep moving so the enemy can't locate you. Obviously, there is a minimum amount of information which must be fed into a division headquarters and back out again. However, movement is possible if the CP is reorganized. The result has been the development of a third CP. An alternate CP has been thought of before, but simply as a replacement if the main CP were knocked out. That really changed little except the location of the next target. The solution the U.S. Army has opted for is the Tac CP. The Tactical Command Post is intended to be highly mobile with severely reduced staffing. The only people there are those contributing to the immediate situation, and information handled there is similarly immediate. Long range planning and information gathering would continue in the main or rear CP. The impact of Tac CP is twofold. It allows the main CP to be moved out of artillery range, since it doesn't have to be immediately involved with the major battle at hand. It also produces a CP which can move much closer to the battle, allowing the commander to influence it more directly. The current concept recommends 74 people in the Tac CP and 261 in the main CP. While there are staff officers from all sections at the Tac CP, their sections are either in the main CP or the rear CP. The biggest staff in the Tac CP is the G3 section. There are only seventeen vehicles in the Tac CP. They include 2 command post carriers (M577), quarter ton trucks, and nothing larger than 1¼ tons. This collection of vehicles is smaller than the current battalion CP's. The vans and heavy trucks would be left back at the main CP. A major difficulty is ensuring that the Tac CP doesn't grow back in size, reducing its mobility.

West German Army

The Bundeswehr does not use the Tac-Main-Rear concept, having only the main CP and rear CP. The division CP would move at least twice in 24 hours, while the brigade would move twice as often. However, individual cells are expected to move within minutes. In the event the main CP is knocked out, the alternate CP would become the artillery regimental CP, due to the situational overview it affords.

The control phase of C^3 is not substantially different from the U.S. system. There are, of course, differences as to where a given piece of information goes, but the results are the same; the staff accumulates information upon which the commander bases his decisions.

commanders, this authority does exist with the Soviet chief of staff. Thus, he can, in effect, be considered the assistant division commander if there is to be no first deputy commander.

The staff itself is organized according to different lines. Like the Germans, they designate the operations section as the first section. Unlike the western system, where the G3 is "first among equals" on the staff, that primacy is formally recognized in the Soviet Army. The Soviet equivalent of the G3 is the deputy chief of staff and, unlike the U.S. system, is the only one to bear that title. As a result, he coordinates the functions of the other staff sections, as does the chief of staff in western armies. He may also coordinate the work performed by the chief's staff of the arms and services (another Soviet innovation). The intelligence section is commonly called the second section and would correspond to the U.S. G2. His functions are essentially the same as his counterpart in a Western Army. Unique to the Soviet system is that the signal section is part of the general staff, whereas that section is usually considered part of the special staff in western armies. Because the Soviet system relies so heavily on control in the chain of command, a functioning communications system is essential to the operation of the Soviet concept. The signal section has control over the planning of all communications. The chief of the signal section's tasks do not differ significantly from the division signal officer in the U.S. Army. The emphasis placed on continuous and uninterruped tactical control of troops in the Soviet Army elevates this section's importance. The so-called "fourth section" is personnel. Its functions are similar to those of the G1 in the U.S. Army.

Another difference in the Soviet staff system is the elevation of the topographic section to the general staff level. In the U.S. Army, the engineers would have this kind of responsibility when performing topographic and similar functions, though terrain analysis would be found in the G2/3 sections of a U.S. division. The last staff section is the cryptographic section. Here many of the responsibilities found in the U.S. signal battalion are consolidated. While the G2 would be responsible in the U.S. Army for security in these areas, cryptography would be handled by the signal battalions under the G2's supervision.

The "Commissars"

Although not part of the staff, in an official sense, the political section has an "ex officio" seat on the general staff. The interference with the political section created in the past has tended to be smoothed out by a gradual erosion of the political section's powers. In theory, the army personnel do not have to look over their shoulders to see whether something which they believe to be militarily sound will result in them being hauled up before some tribunal and punished because the political officer considers it a deviation from the approved line. During World War II there was a difficulty, at the outset, with political officers actually interfering with the operations of a unit. Necessity caused their operations to be restricted as the war went on. After the war, the political officer regained much of his pre-war power. That has changed, and now the political officer's most significant responsibilities are in the areas of morale, troop welfare and what the U.S. Army calls "character guidance." While the political message is still there and the machinery is in place for an upgrading of the political section's powers, they still take a low profile.

The "Experts"

Another staff element unique to the Soviet system is the chiefs of the arms and services. They include the chief of missile troops and artillery, the chief of engineers, the chief of air defense and so on. They are responsible for command of all units of their respective branches not assigned or attached to subordinate units. Each is responsible for planning the employment of all units in his branch, even if they are attached. Each section chief is the "expert" on his branch and advises the commander accordingly. He also has the authority to advise subordinate commanders, but this tends to be funneled through the chief of staff.

Finally, there is a deputy commander for technical matters. He is responsible for maintenance, spare parts and the like.

The "Correct Solution" Approach

The West Germans are more advanced in the management by exception concept than the U.S. Army, though they don't identify it as such. Doctrine is critical in the German system. Leaders are taught certain courses of action are correct in certain circumstances. Therefore, commanders can give broad mission orders, *sans* details, as the operation will be carried out in a scheme of maneuver they desire. Thus, they don't need to intervene, unless things don't go as they should. There has traditionally been an aloofness in the German Army system. This is not due to a concept of superiority, but rather to the doctrinal concept. A commander does not become intimately involved with his subordinates, because subordinates are presumed to be professionals and competent enough not to require it. While it is not unusual for a division commander in the U.S. Army to visit a company's training, it is rare for his West German counterpart to do so.

The theoretical configuration of the CP does not permit the West German commander to get as close to the fighting as his U.S. counterpart. The West German main CP is smaller than its U.S. equivalent, but not as small as the Tac CP. Still, the German system allows better control from that CP. Further, the Germans showed in World War II that they could command their divisions quite flexibly from single vehicles. Therefore, the doctrine notwithstanding, one should not assume that the West German division commander would be bound to his CP.

The Soviet Army

The Soviets have essentially the same communications concepts, in both staff organization and formal, mechanized means. They do not, however, employ anything like the concept of management by exception. The Soviet commander is held accountable for what happens below him, and is expected to be intimately familiar with his subordinates' actions. When an attack is being prepared, the division commander makes a physical recon of the front; in the U.S. Army, the division commander might well accept the results of the terrain analysis prepared by his staff. However, the unit's scope of authority is much smaller than their U.S. or West German counterparts. The division only deals with a day at a time in the Soviet Army, far less than the typical Western division commander is concerned with. The Soviet division commander becomes involved in the actions of his whole division. He does not give mission type orders, he gives explicit instructions. Once instructions are given, they may not be deviated from without explicit authorization from the issuing authority. Of course, the realities of war often make this impractical. It is apparent that commanders must have latitude to deviate as the tactical situation demands. This latitude apparently narrows considerably the further down the chain of command one goes. Thus, if the division were the first echelon of an army attack and had been given instructions to conduct a hasty attack whenever they met enemy forces, the division commander *might* have the authority to by-pass the leading elements and fix with the second echelon. The regimental commander probably lacks that authority.

The Central Planning vs. Dispersal Problem

The Soviets maintain a main CP, an alternate, and can create a forward CP, if necessary. It is difficult to reconcile how a commander can keep personally involved in the control of his units and still maintain a lucid situational overview. The answer probably lies in the Soviet preference for extremely detailed planning. During this phase the commander becomes intimately involved with his subordinates. In the Second World War, the Soviets never seemed to take advantage of opportunity; they preferred to wait and make their own opportunities. This concept seems basic to Soviet doctrine. That being the case, they attack when and where they want to, not because an enemy weakness is perceived at a given point. Therefore, the commander has time to plan his attack in greater detail. Once the attack is launched, however, the commander will keep up with the situation from his command post. The notion of the Soviet division commander moving even his forward command post with the facility the U.S. division commander might move his Tac CP does not seem likely. If he leaves his command post, he loses control. This is why explicit instructions are necessary. They cover all practical contingencies and allow the commander to give instructions as the anticipated problems arise. He certainly cannot do this if he is with a battalion where the critical phase of his division's battle is going on.

The image of a Soviet commander restricted in his ability to control what is going on is somewhat deceptive. Each C^3 method is attuned to national tactical doctrine, not the other way around. The Soviet system works well with its tactics. If planning was as casual as the western nation's, control would be difficult.

UNIT ORGANIZATIONS

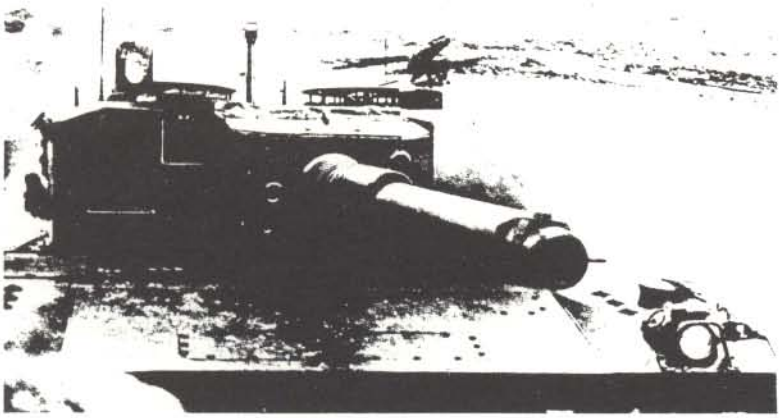
	TANK Bns				MECH Bns			
	USX	*USP*	*SU*	*WG*	*USX*	*USP*	*SU*	*WG*
MBT	37	54	31	53	17	-	-	-
APC	37	23	3	6	49	63	30	58
Misc AV	-	-	-	2	-	-	-	-
FA	4	4	-	-	6	13	6	6
(SP)	4	4	-	-	6	6	-	6
ATGML	21	21	-	-	36	36	32	36
ATG	-	-	-	-	-	-	-	-
AAA	-	-	-	-	-	-	-	-
SAM	-	5	-	-	-	5	-	-
Pers	630	552	168	480	820	901	440	850

	TANK DIV			MECH DIV		
	US	*SU*	*WG*	*US*	*SU*	*WG*
MBT	324	415	300	216	266	250
APC	515	125	250	532	385	287
Misc AV	35	66	50	35	148	50
FA	173	96	112	185	144	191
(SP)	173	24	112	185	24	191
ATGML	380	134	186	424	156	193
ATG	-	-	16	-	36	16
AAA	24	40	36	24	40	36
SAM	24	34	-	24	34	-
NC A/C	28	-	-	8	-	-
Tk Bn	6	10	5	4	6	4
Mech Bn	5	3	4	6	9	5
Pers	16,500	11,000	17,000	16,500	13,500	17,000

Notes: MBT = Main Battle Tanks; APC = Armored Personnel Carriers; Misc AV = Miscellaneous Armored Vehicles (light tanks, armored cars, etc.); FA = Field Artillery (including mortars over 80mm); (SP) = Field Artillery pieces that are self propelled (including in the above FA number, not in addition to); ATGML = Anti-Tank Guided Missile Launchers; ATG = Anti-Tank Guns (90mm and over); AAA = Anti-Aircraft Artillery; SAM = Surface to Air Missile Launchers; NC A/C = Non Combat Aircraft (combat aircraft are included in the FA total); Tk Bn = Tank Battalions; Mech Bn = Mechanized Infantry Battalions; Pers = Personnel, total manpower of unit; US = United States; SU = Soviet Union; WG = West Germany.

There are some variations in the strengths of the above units within each army. The units that are shown above are the first line units, the strongest lines each army is likely to field. The above units are also the ones most likely to go into action first.

US battalions are shown with normal cross attachment between tank and infantry battalions (tank battalion would give up one company of tanks for one company of infantry, etc). All armies practice this. In addition, battalions would have numerous regimental and division support units attached. USP Battalions are shown without cross attachment.



West German Leopard 2 Main Battle Tank

SOME FRICTIONS or Why It Doesn't All Happen Now

One myth movies have perpetuated is of the commander whispering a casual thought and, suddenly, the division turns 180 degrees, as a cat switches its tail. Of course, this is not true, as is perhaps best illustrated by Patton's operations against the Bulge. The speed of his change from attacking east to attacking north is considered a marvel of military planning. In fact, he planned for that contingency when it became apparent that the Bulge was a serious threat. The redirection took three days from authorization to actual attack.

Command Lag

There is a natural time lag between a commander's reception of a mission and its execution. This is further complicated in disseminating the mission through the chain of command to the people who execute it — the infantry squad or tank crew. The Army prescribes a planning sequence which is usually followed, though not necessarily verbatim. The sequence starts with the commander informing the staff of the mission. Normally, this is an expressed mission statement received from headquarters. Otherwise, the commander deduces it, either, as Patton did in 1944, based on an anticipated need, or because there are subordinate missions implicit in higher headquarters' directives which must be translated into an express mission by the commander. The staff then furnishes the commander with a general survey of the situation. Warning orders go to subordinate commands and other elements of the command headquarters, alerting them to the forthcoming mission. At this point, not much can be done without knowledge of the specific plans. However, a unit in a rear assembly area receiving a warning order for a combat operation will check on fuel, ammunition, and the like. The commander then completes his mission analysis and gives final planning guidance. Unless directed by headquarters, the commander will not detail specific plans of maneuver. He will discuss the use of chemical or nuclear operations, cover and deception plans, and similarly important points. The staff then makes its estimates, the most time-consuming aspect of the situation, as the staff must determine if the operation can be supported. The G4 will be addressing problems such as whether there is sufficient ammunition for the infantry, tanks, and artillery. Major shortages in a certain type of ammunition are not unusual. For example, there may be a shortage of 155mm illuminating rounds or 105mm APDS tank rounds. The commander may decide the operation can be conducted despite these shortages, but if major night operations are planned, their absence might have a serious impact, requiring close watch. Fuel problems are also important. Most U.S. Army tracked vehicles are diesel-driven, while the majority of wheeled vehicles, especially the smaller ones, are gasoline-driven. Aviation fuel might be in short supply, curtailing the activities of the air cavalry troop in the division cavalry squadron.

Equipment shortages are important, and the G4 will accumulate information on vehicle

losses and repairs. The G1 will normally address personnel strengths, but also has to consider morale situations. During the Hurtgen Forest battle, troop morale became as critical a factor as troop losses — many had simply reached the end of the line. This is a major reason why the 28th Infantry was pulled out of the line. The G2 will be concerned with what the enemy is deploying and the reinforcements he can bring in. This will interrelate with the G3's plans since a perceived enemy weakness invites exploitation. The G2 tries to accomplish all of the staff's funcitons in estimating the enemy situation. He assesses their materiel status, personnel strength, morale, and how their probable courses of action will impact on the commander's mission guidance. If a division is to defend, it is not particularly material that the enemy can defend itself, but G2 *is* concerned with whether the enemy has the capability of attacking in the division sector and, if so, with what. This is not to say that other information is not critical. It may warrant a change in plans to take advantage of the situation. He wants to know what is on the line and what can be brought up from the rear to impact on the situation. This sort of information is regularly being compiled and published as part of the G2's periodic intelligence summary (INTSUM). When a new operation is planned, the G2 must review what information is on hand to be sure it applies and render it relevant to the mission. The G3 has the easiest mission, since he recommends alternate methods of employing what is on hand. Of course, he must tie in with the other sections. It does no good to assign the main weight of the operation to a unit which is badly understrength or has serious equipment shortages. If things have been going well, the G3 should have been kept abreast of the situation and be generally current in these factors. Still, the G4 will have the details, and details can make a difference in a borderline situation. Coordination is by the chief of staff. It may be that, tactically, the best plan is the hardest to support logistically or with personnel. The final decision is the commander's.

Command/Staff Interaction

The staff then returns to the commander to present their analysis. The G2 goes first, telling the commander what he believes is out there. He is followed by the G3 who sets out proposed schemes of maneuver. The G1 and G4 then discuss their ability to support the alternative plans of the G3. At this point, the commander completes his estimate, announces a course of action, and advises the staff on his concept of the operation. He may modify one of the G3's plans; if there is an ammunitions shortage, he may direct G4 to take certain steps to re-allocate ammunition among the units so that the units bearing the brunt of the operation will get the lion's share.

But My Orders Say...

The staff then prepares the plan or orders to implement the decision. The U.S. Army distinguishes between an operations plan (OPLAN) and operations order (OPORD) by including assumptions in the OPLAN which govern its implementation. Normally, an OPLAN is not for immediate implementation, though it is usually directed to the subordinate units as effective immediately for planning and for execution on order. Much of the staff estimate will be reflected in the OPLAN or OPORD. The level of headquarters will determine the size of the document, as will the nature of the operation. An order can go out in a formal format (OPORD) or as a fragmentary order (FRAGORD). The FRAGORD is usually issued to update or modify a previous OPORD and covers only a portion of the earlier OPORD — most typically the maneuver scheme, such as assigning new objectives. An order from a division is commonly written. It will have various annexes prepared by the special staff. Aside from an intelligence estimate, it has annexes dealing with communications electronics (signal), fire support, air support, tactical air strikes, engineer activities, barrier and denial (especially if the division is in a defensive posture), service support (administrative and logistical areas), electronic warfare, and perhaps civil affairs. Not all of these will be used, but most will appear. All of this is usually accompanied by an overlay containing the control measures assigned by division, such as phase lines, boundaries, objectives, blocking positions and so forth. In light of the number of elements which receive the formal OPORD, this is a time-consuming operation to compile.

Verbal Orders Down the Line

Once the brigade receives the document, the brigade commander and his staff go through the same procedure, though their document to the battalions will be smaller. The battalion will go through its version and, although they are dealing with fewer elements, the time differential will not be substantially different. In preparing the division OPORD, for example, the various annexes are prepared simultaneously, the longest one controlling the time needed. Since the OPORD is in standard format, the preparation of an OPORD at division level does not take significantly more time than the body of the OPORD at battalion level. The longest annex to prepare is probably service support. The battalion is the lowest echelon which routinely prepares written OPORDs. They may expedite the procedure by preparing notes, giving the OPORD to the companies orally, and following up with a written OPORD. When this is done, the procedure is accelerated. The company, particularly in a maneuver battalion, does not prepare a written OPORD. The company commander briefs his people orally. If he is experienced, he can do it straight from the battalion OPORD; otherwise, he will take time to prepare the order. Since the company commander has no staff as such, the staff estimate is obviously a short step. He will want to consult with the company executive officer to find out whether there are any problems he is not aware of which would bear on his plans. However, at the company level the commander is usually in position to know his whole unit in detail. He should know the personnel, fuel and ammunition status. He might not know what success the executive officer has had in procuring fuel, if he needs refueling, but by and large, the platoons' reports have come to him.

Do What I Say

The pace of dissemination picks up below the company commander. The platoon leader will brief his people orally. His options are restricted by his instructions, but he has his own estimating to do. He must make an analysis of the terrain assigned to his platoon to determine what special terrain instructions he will issue. He will be briefing his tank commanders or squad leaders — the people who are the bottom link in the chain of command. Their subordinates are the troops who must execute the plan. When the squad leaders or tank commanders brief their people, planning and dissemination are finished and the execution begins.

Changes

The FRAGORD would obviously take less time to relay. It might be sent by division to brigade by radio, messenger or radio teletype, and by similar means down to battalion. The battalion would, in turn, transmit the message either by runner or radio. The planning phase is much shorter because the FRAGORD normally changes only a segment of the previous OPORD.

It'll Only Be a Few Hours...

In addition to the time consumed in planning and publication, there are smaller slippages, such as the time spent traveling to and from headquarters to get briefed on the operation. The commander can be forming his preliminary analysis of the mission while traveling back, giving information over the radio to his people to get them thinking in the right direction, but time is still consumed. In an operation such as Patton pulled off, he not only had to be concerned with the move north, but also the disengagement of the units from their previous missions.

How to Plan for Delays

To be precise on how long this takes is difficult, since many critical factors are variable. These include the proficiency of the staff, whether the information is readily available, and the elaborateness of the mission. Assuming written OPORDs at each level from division through battalion, half a day for an order to come from the division commander to the man in the foxhole is a good speed. Twenty-four hours is not unreasonable. Although this article discusses the problem from the planning aspect, there is a necessary amount of time lag which must be allowed for actual preparation. A battalion can start refueling operations on receipt of a warning order, but the fuel trucks have to go out and actually do the job. Ammunition must be issued. In some cases, if there is a change of mission, there will have to be a change in ammunition. Tanks, for example, normally carry a mix of ammunition geared toward an anticipated situation. If the situation changes, they change the mix. The same holds true for artillery. Commanders of maneuver units routinely take measures to insure optimum flexibility, such as refueling when possible and redistributing ammunition. These measures can't meet all contingencies, however, and time would be well spent working out shortcomings in these areas.

LIFE IN THE FULDA GAP

Trying to depict a typical division commander's day in combat is almost impossible since the day will vary as radically as the tactical situation. War is not relentless, it has a pulse. Troops can fight continuously only so long before they have to be rested; leaders and staffs have the same problem. The staff works in shifts, but when a major problem is encountered the key officers must tackle it. In theory, the Soviets will not stop in any attack: they will fight day and night. The U.S. Army has developed night vision devices which help eliminate some problems inherent in night fighting. Postulating a typical day assumes that the war will not be as quick as the Soviets plan it to be (72 hours or so) and that fighting at night will not be particularly effective, thereby allowing some rest.

Assume that the war is about a week old; everybody is pretty frayed, but the front is more or less stabilized. The first Soviet thrust has spent itself (probably just barely), the NATO forces are desperately rushing replacements to fill the now gaping holes in their ranks, and the Soviets are bringing in reinforcements in an attempt to resume the offensive. Fatigue has taken its toll, initial supplies of ammunition have been exhausted, and both sides are in the midst of major resupply. There is neither the will nor the ability to continue the pace of the first few days. Our typical division commander will be a U.S. division commander, a major general who can trace his career back to Korea as a platoon leader or, perhaps, even an enlisted man. He was probably a colonel during Viet Nam, but that war hardly prepared him for what has gone on here. He would be awakened before BMNT (Beginning Morning Nautical Twilight — the time of morning when the sun is still below the horizon but a faint light can be perceived in the east). In Germany it would still be pitch black with a low ground fog. Most activity would be limited to artillery exchanges as fog would limit direct fire. However, he would be up before BMNT because a morning attack at first light with the sun (or at least sleep!) in the defender's eyes is a favorite Soviet tactic. By the time he is awakened, most units would be going through stand-to — getting their engines ready for combat. For most soldiers breakfast will come after dawn, if the enemy doesn't come first.

Our typical division commander would be briefed on what developed while he slept. He might learn that a probe in one battalion's sector at 0100 was beaten off after a half-hour's fighting. He might be getting preliminary reports on intelligence reports critical in assessing Soviet intentions for that day. He would then proceed to the Tac CP where he would read in on the accumulated reports from the previous day. These would be given not in detail but in an over-view, dealing with casualties, whether heavy losses had been incurred by a unit, ammunition status for that day's operations, the status of fuel supply, and a summary of down major vehicles — such as tanks, howitzers, and APCs. In short, those items which will have a direct impact on the day's activities. Much of the information he receives will not be coming into the Tac CP during the day — it would be at the main CP, unless it were likely to have a major impact (such as a unit taking massive casualties). He would speak with the G3 and outline areas he wanted them to focus on — counter attack plans when they are able to assume an offensive posture or arrangements for more barriers if he foresees a prolonged defense.

Before he is done getting read in on everything, the front will probably erupt with artillery — the one hour artillery preparation the Soviets like before they attack. That would be a good time to move the CP. They have been in place along enough for the Soviets to have locked on to their position through direction finding. If the night was rather quiet, the amount of traffic going out from the Tac CP might be small enough for it to avoid identification as the division CP. However, once action resumes its position will be obvious and the rounds will start coming in. By the time they are set up in their new location, the artillery will have lifted and the main attack begun. Now a steady flow of messages will be coming in from each brigade indicating its situation. The commander, the G2 and the G3 will watch the situation map intently, trying to determine which of the attacks is a feint and which is the main push. Then there might be more artillery, this time sending in gas to further hinder the defenders. If gas has been used, those who didn't react rapidly enough are long since casualties. It doesn't matter if the gas is poisonous. Wearing a mask hampers the defender more than the attacker since the attacker knows where he is going — the defender is still peering through the ground fog trying to determine where the attack is coming from.

The Day Begins

It is fully light, though the sun is not completely up. The commander receives reports that some of his units are displacing to new positions. They are still within their representative sectors, indicating the old positions are either untenable or better advantage can be gained, considering the direction of the attack, from new positions. Current U.S. tactical doctrine does not require a defending battalion to hold the line at all costs; they defend the length of their sectors. The commander may decide that first brigade is giving up too much ground and reporting too many enemy units for them to handle. Although not sure the first brigade is getting the main attack, he directs the second brigade to send two mech heavy teams to the first brigade. These would be the two left hand companies. The real impact would be that first brigade would widen its sector, perhaps moving the new companies leftward to strengthen their defense. Second brigade would either adjust to a more narrow front or, if the detached units were moved, thin its lines to cover the front.

Active Decision Making

After carefully assessing his information, the commander determines that the main attack is indeed in first brigade sector. He has the Tac CP moved to first brigade's sector and has second brigade detach a battalion/task force to assist first brigade. He may co-locate the Tac CP with first brigade's TOC (Tactical Operation Center) allowing him first hand appraisals from first brigade's commander. He may also take one of the reinforcing artillery battalions from the artillery group attached to the division and augment first brigade's fires. This would give first brigade three battalions of fire — the divisional artillery battalion in direct support, the reinforcing fires of the artillery group battalion initially assigned first brigade, and the newly assigned unit. He may even decide to commit the division reserve, a battalion, to first brigade's sector. His mission is to destroy the enemy's penetration. The reports coming into the Tac CP indicate that they are inflicting heavy casualties on the enemy, but not without cost.

The Air War

Aside from this ground activity, there would also be aerial combat. The TOW equipped helicopters would try to stay up long enough to get a shot at the ZSU 23-4's, but down enough so that they aren't shot down. If the ZSU's are knocked out, the helicopters can attack the enemy armor and break the back of their attack. By the same token, Hind helicopters are popping up on the other side of the line trying to add their fire. Much higher, the struggle for air superiority will be going on between the air forces. All this while the enemy artillery will be ranging into the U.S. rear trying to hamper movement and knock out command facilities. Both the Tac CP and the first brigade TOC will have moved to different locations, but the Tac will remain in the first brigade sector to keep a close watch on the situation.

Reacting to Disasters

Around noon the Tac CP gets word from a battalion in third brigade sector that the brigade TOC has been hit with a heavy artillery strike, is virtually destroyed, and is being reconstituted at one of the battalion CPs. The division commander may dispatch his ADC for maneuver to third brigade sector to assume temporary command — the battalion can't run both its own battle and the brigade's. Personnel are drawn from various staff sections to give third brigade a skeleton staff. The ADC for support may come up to assume the ADC maneuver's functions, leaving the DISCOM commander in charge of the support functions.

Things Wind Down

The first brigade seems to have stabilized, though the enemy has committed a second division in their sector. The serious losses inflicted on the first echelon division have considerably weakened it. If luck is with the commander, the attack begins to waver. A USAF strike has hit the enemy's second echelon division's CP. Because the communication chain has been broken, direction is not coming down. The enemy begins to pull back to more defensible terrain. The first brigade may have lost five or ten kilometers of ground, but the front remains intact, and that is the critical element. On their own, first brigade elements reestablish a defensive line. The division commander will reconstitute his reserve, pulling out a battalion which can be spared from first brigade's sector.

Discovering Where You've Been

As things quiet down, the G4 and G1 will be getting information on personnel and equipment losses. As serious problems are brought to his attention, the commander will have to determine whether to keep those units in the line or relieve them. Without direction from the commander, the G1 processes requests for replacement and the G4 reviews the main-

tenance situation, ensuring the maintenance battalion vehicles are back in action as rapidly as possible. The G4 requests replacement of vehicles which are destroyed. Neither the G1 nor the G4 will expect replacements that day, but if the requests aren't in, they won't receive them when they are available.

The G2 then becomes involved with POW processing, pumping them for information on morale and their personnel and equipment status. His report is sent to corps and division units, assessing possible enemy courses of action. When he has enough information to form a picture, he passes it to the division commander — having an impact on the viability of his alternatives. By this time, the division commander may be involved with the corps commander, telling corps his assessment of his situation.

In Case of Disaster

Had the enemy achieved a break-through, the division commander might still be involved in fighting. He would have authorized units to fall back, as brigade commanders would have made clear which of them could no longer hold. Displacement to the rear is a difficult operation to conduct. Enough forces must be moved back to the next position so that it can be held while the forces remaining behind pull back. Also, the forces left behind must be strong enough to accomplish their own withdrawal. If his planning is done properly, he will have indicated rearward blocking positions. The brigades would have plans available for its implementation — including reconnaissance of these rearward positions. The division commander would not be directly concerned with the displacement of the main and rear CPs. They would move on their own once the division commander had decided that he would have to delay back. The division commander would be closely involved in planning the withdrawal. His main objective would be to give up a minimum of ground. The G3 would create a terrain analysis, making recommendations to the commander on blocking position locations. The commander would have the final say on them and would have the responsibility of authorizing a withdrawal.

A Nuclear Situation

In a nuclear situation, the control problem is greater. I am not speaking of the initiation of nuclear combat but, rather, of a situation where the use of nuclear weapons is expected. Dispersion is necessarily greater, making the division's lines more vulnerable to penetration. However, the enemy will not be anxious to concentrate for penetration since they would present a major nuclear target. Dispersion makes communication difficult due to terrain effects on radio signals. The problem of intervening hills becomes greater as the distance between the sending station and the receiving station increases. Moreover, the Tac CP can't afford to be too close to the front lest it be caught in a nuclear strike aimed for the front line units. The same holds true for co-location with subordinate unit CPs. The enemy may have picked up their signals and misidentified them as a higher echelon headquarters — a target of some value for a nuclear strike. Setting aside the risk of being caught in a nuclear strike, the detonation of nuclear weapons plays havoc with the electro-magnetic spectrum, putting everyone off the air even if there is no loss inflicted. This has obvious implications for control, especially at division level where physical observation of the entire battle is impossible. Of course, the most serious problem for any commander is the casualties inflicted.

Electronic Warfare

Potentially the most difficult problem a commander will face in any future war is electronic warfare. The ability to jam large numbers of frequencies is significant. The U.S. Army uses a narrower band of frequencies than the Soviets, operating primarily between 30.0 MHz and 75.95 MHz, in the FM mode. The Soviets run from 1 MHz to 70 MHz, though most of their radios only work on a relatively small segment of this spectrum. Still, it is possible for them to work almost entirely below the minimum frequency on the U.S. tactical FM radios. This means they could blanket a large slice of U.S. frequencies. There would be problems between 48.5 MHz and 51.5 MHz and again between 60 MHz and 70 MHz, where some of the Soviet radios work. Aside from these frequencies, the Soviets could work the entire spectrum of tactical U.S. FM frequencies at will. The U.S. would be hard pressed to operate effectively in that narrow band which remains. The Soviets have less difficulty with this restriction because they tend to put more units on a given net than the U.S. Their communications nets control two echelons below, that is, a division could control a battalion; an army, a regiment. In a tank battalion, for example, all of the tanks in the battalion operate on the battalion command net. In the U.S. Army, there would be a platoon net, a company command net and a battalion command net to accomplish the same task. It reduces traffic, but trebles the nets required. Since the most vulnerable aspect of the division commander's control of his units is in his communications, if he is experiencing broad-spectrum jamming, he may be reduced to the Napoleonic expedient of dispatching "gallopers" to the subordinate units to find out what is going on.

Getting Around

The need to make the commander mobile is obvious in a fast-moving war. The key to achieving this mobility is in communications. The Tac CP is authorized 13 RC-292 antennas under the recommended configuration. This tall, mobile antenna is relatively easy to erect, but not quickly. Erecting and dismantling these antennas is probably the most time consuming aspect of moving the Tac CP location — even putting up half of it is still a lot of work. Though there are only two command post carriers, they contain radios, radio teletypes, and speech security equipment. The commander may only be looking for information which is immediately important to the operation, but this comes from many sources. The doctrine of C^3 and the mobility of the CP are designed to give the commander maximum ability to control his division. The commander can be the most able leader in military history, but cut off his radios and he is virtually powerless. The commander is tied to his radios as the principal means of receiving information essential to control and direction. The "typical" commander's day hinges totally on his ability to perceive accurately the situation. Radios remain his Achilles Heel.

IN-FIGHTING IN THE TOC

The Line vs. Staff Problem

Being a good staff officer requires a peculiar breed of man. The U.S. Army has taken the position that commanders can be good staff officers, though they recently modified the notion that good staff officers can become commanders — one must be specially selected to command units. There is room to question this premise, though certainly one can adapt from staff to command and back again, as each requires special attributes. The principle, general staff officers of a U.S. division are all authorized to be lieutenant colonels. This rank has tended to be a major water-shed in the army. Natural attrition has eliminated a number of rivals for promotion from the ranks in lower grades, that is, there is a pyramid in rank structure. A battalion has more lieutenants than captains, more captains than majors and only one lieutenant colonel. However, more lieutenants and captains tend to leave on their own than from being passed over for promotion. There may be ten times as many captains as majors, but there may be only four or five times as many captains vying for the major's slot (still a problem, but a smaller one). By the time one gets to lieutenant colonel, the military has become a career. Making colonel will prolong the career; being passed over for promotion brings the 20-years-and-out situation. Obviously, there is a lot to be gained by successful performance on staff. Senior officers tend to go into larger headquarters where they can be overlooked. However, on a division staff they are still rare entities. A good showing means a good rating and that can mean selection for command — a major *entre* to promotion. For people such as the G1 or G4, who are usually not from the combat arms (armor, artillery, infantry), but are, in the case of the G1, often adjutant general types or, for the G4, from one of the technical services, there are also important colonel-level staff positions. Thus, the situation is ripe for rivalries to form for attention.

The Missing Link Problem

A second factor in staff relationships is that jobs do interrelate. One section tends to overlap the other. Unless the G1 and G4 do their jobs, the G3 has no one and nothing to work with. Strong personalities expand the overlapping areas.

Who's In Charge Of What

A third factor is the supervisory responsibility the staff has over battalions which make up the division assets. The G4 is involved with elements of DISCOM; the G3 works with the air defense artillery battalion, as well as the DIVARTY and the cav squadron; the G2 also works with the cav squadron and shares the photographic capabilities of the signal battalion with the G3. The G1 deals with the AG company and the finance company, both of which are commanded by lieutenant colonels (the division adjutant general and the division finance officer). This relationship breeds the tendency of the staff officer to work right next to, if not cross over, the fine line separating staff suggestions and actual interference with command prerogatiaves, as well as the countering effect of these sub-unit commanders seeking to preserve their prerogatives. For a general staff officer coming from a command, the problem is acute. He has come from an experience where his wish was literally a command. By the same token, a staff officer who has

not recently been involved in command may be overwhelmed by the sub-unit commanders guarding their command privileges.

The German Solution

The Germans solved this problem as effectively as any army has with their General Staff concept. Again, this solution is more a matter of doctrine than any special traits on the part of the Germans. The U.S. Army has never accepted the General Staff notion and has therefore never developed the doctrine of commander-staff-subordinate commander relationships to the degree the Germans have. The Soviets have placed such a great burden on the commanders, that the staff has a limited opportunity to interfere.

The Perils of Peacetime

The causes of friction on the staff and with unit commanders are less apparent during combat. In a high-intensity war, there is little room for friction because of the impact it has on the people fighting. It is during peacetime that the greatest friction occurs. In peacetime officers tend to build their own empires. The G4 can introduce a paperwork blizzard to ensure he maintains full control over everything he is responsible for and, at the same time, to hinder anyone interfering with his empire. The G3 may be interested in some sort of training program, but it is within the G4's power to get what Lincoln called "a case of the slows." He can magnify his importance by hindering the logistical support of the operation unless due recognition is given him — and then take credit for providing the support despite the G3's "unreasonable" demands. This is a typical situation on a staff. In war, as mentioned, there is less tolerance of these things. If the G4 doesn't deliver, the commander will want to know why. In peace he may tolerate this because he is involved in such time-consuming problems as retention.

The "First Among Equals" Problem

Another typical problem is an imbalance of skills. As noted, there is opportunity for one section to dominate the other, aside from the fact that the G3 section naturally tends to dominate. This occurs when one section takes over control in the over-lap areas. A weak staff officer not only allows this to occur but tends to get bogged down in those functions uniquely his, expanding them to fill the time available. On the surface, this is not bad — the job is getting done, presumably. However, the fact that, say, the G3 annexes all of these gray areas to his section means he is spread that much more thinly over all of the ground he is covering. The problem arises when one of these gray areas suddenly takes up a disproportionate amount of time. The G3 finds he must neglect some of the uniquely G3 matters because his is the only section which has handled that gray area. Were there not this annexation, the other section into which the G3 overlapped could solve the problem. Frequently this exists between the G2 and the G3: the aggressive use of the division's intelligence gathering assets is taken over by the G3, and the G2 is relegated to the mechanical aspects of the job, such as preparing the intelligence summary.

Staff friction is obviously a source of difficulty in running a smooth operation; alas, it is also inevitable.

ABBREVIATIONS, ACRONYMS, AND BUZZ-WORDS

As a summary of the jargon appearing in this article, the following terms are defined:

AVLB: Armored Vehicle Launched Bridge. A bridge, carried on a modified tank chassis, used to span relatively narrow gaps.

BMNT: Beginning Morning Nautical Twilight. The time in the morning when the sky first beings to lighten; the converse is EENT: End Evening Nautical Twilight.

CP: Command Post.

C^3: Command, Communications and Control. The three elements a commander must master in order to be effective.

DISCOM: Division Support Command. The combat service support element of a division containing the administrative and logistical units. There is also, in the U.S. Army, a COSCOM (Corps Support Command), FASCOM (Field Army Support Command), and a TASCOM (Theater Army Support Command).

DIVARTY: Division Artillery. A major command in the U.S. Army. Divisions are command by a colonel and include all artillery elements except the air defense artillery.

FRAGROD or FRAGO: Fragmentary Order. An order which modifies a prior order (a written OPORD or another FRAGORD), normally affecting only a few elements of the prior order.

FROG: Free Rocket Over Ground. A non-guided missile in the Soviet arsenal, currently the FROG-7, with nuclear capabilities.

General Staff. The principal five officers (G1 through G5) at division level and higher and, by extension, the same type of officers in other armies.

G1/S1. The personnel officer in the U.S. Army (S1 for brigade and battalion).

G2/S2. The intelligence officer in the U.S. Army (S2 for brigade and battalion).

G3/S3. The operations officer in the U.S. Army (S3 for brigade and battalion).

G4/S4. The logistical officer in the U.S. Army (S4 for brigade and battalion).

G5/S5. The civil affairs officer (S5 may be found at brigade, not normally at battalion level).

Main CP. The principal command post for division operations, sometimes simply referred to as 'main.'

MHz: Megahertz (Megacycle). A measurement of radio frequencies.

MRD: Motorized Rifle Division. Soviet/Warsaw Pact unit.

MRL: Multiple Rocket Launcher. A multi-barreled rocket launcher, capable of firing volleys of rockets with high-explosive warheads. It is popularly associated with the Soviets, but the U.S. also has one.

MRR: Motorized Rifle Regiment. Soviet/Warsaw Pact unit.

OPORD: Operations Order. A formal, written document outlining a plan of operations, conventionally divided into five paragraphs (Situation, Mission, Execution, Service Support, and Command/Signal), usually with annexes.

OPLAN: Operations Plan. The same as an OPORD, but containing, as part of paragraph 1, certain assumptions affecting its applicability and designed for planning but not execution except upon order. When the order for execution is given, the OPLAN becomes an OPORD.

RAG: Regimental Artillery Group. The *ad hoc* grouping of artillery from the regimental and divisional assets at regimental level in the Soviet/Warsaw Pact system. There is also a DAG (Division Artillery Group), which includes regimental, divisional, and army assets.

Rear CP. The CP usually devoted to the service support activities in a division, capable of functioning in place of the main if necessary. Also referred to simply as 'rear.'

ROAD: Reorganization Objective, Army Division. The reorganization of the U.S. Army divisions from rigid structure of fixed-size brigades to the 'building block' system currently used, under which there is a fixed division base, according to the type of division, plus five major commands (three brigades, DIVARTY and DISCOM) with the maneuver battalion assignment and mix very flexible.

Special Staff. Those staff officers at division and higher level not part of the general staff, such as signal officer, engineer, adjutant general, provost marshal, chemical officer, etc. Also applied to the S1 through S4 or S5 at brigade and battalion level.

Tac CP: Tactical CP. The current U.S. Army concept of a forward CP having a minimal staff and high mobility. In other armies (and in the U.S. Army during World War II), there is a forward CP which functions similarly to the Tac CP, though the U.S. Army Tac CP is a more deliberate attempt to restrict the size of the forward CP than was done in the past in the U.S. Army. Patton fans will recall 'Lucky Forward,' the call sign of his Tac CP with 3rd Army.

Warning Order. An alert to subordinate units to be prepared for a new order. It generally contains the type of mission forthcoming, when it will commence, and when subordinate commanders should report to receive the formal order for the new operation. It differs from FRAGORD in that it does not relate back to any previous operations in a formal sense and therefore implies a major change, such as going from defense to offense, or from defense to some form of retrograde, etc.

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[3.71] COMBAT DIFFERENTIAL TRACK

−10	−9	−8	−7	−6	−5	−4	−3	−2	−1	0

+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	+11	+12

[3.72] UNIT MOVEMENT TRACK

1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40

[3.73] COMBAT SUPPORT POINT ALLOCATION AND USE DISPLAY

	1st Brigade/Regiment		2nd Brigade/Regiment		3rd Brigade/Regiment		
	DIVISION A	*DIVISION B*	*DIVISION A*	*DIVISION B*	*DIVISION A*	*DIVISION B*	
Unused							Unused
Used							Used

	4th Regiment			Divisional		
	DIVISION A	*DIVISION B*		*DIVISION A*	*DIVISION B*	
Unused			Unused			Unused
Used			Used			Used

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[3.74] AMMUNITION POINT TRACKS

0	1	2	3	4	5	6	7	8	9	× 100
0	1	2	3	4	5	6	7	8	9	× 10
0	1	2	3	4	5	6	7	8	9	× 1

0	1	2	3	4	5	6	7	8	9	× 100
0	1	2	3	4	5	6	7	8	9	× 10
0	1	2	3	4	5	6	7	8	9	× 1

0	1	2	3	4	5	6	7	8	9	× 100
0	1	2	3	4	5	6	7	8	9	× 10
0	1	2	3	4	5	6	7	8	9	× 1

0	1	2	3	4	5	6	7	8	9	× 100
0	1	2	3	4	5	6	7	8	9	× 10
0	1	2	3	4	5	6	7	8	9	× 1

0	1	2	3	4	5	6	7	8	9	× 100
0	1	2	3	4	5	6	7	8	9	× 10
0	1	2	3	4	5	6	7	8	9	× 1

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CHARTS & TABLES

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[5.7] INTELLIGENCE TABLE

Intelligence Differential

DIE	0	1	2	3	4	5	6	7	8	9	10	11	12 or more
1	2	2	3	3	3	3	4	4	4	4	4	4	4
2	1	2	2	2	3	3	3	3	3	3	4	4	4
3	1	1	1	1	1	2	2	2	2	3	3	4	4
4	–	1	1	1	1	1	1	2	2	2	3	3	4
5	–	–	–	–	–	1	1	1	2	2	2	3	3
6	–	–	–	–	–	–	–	–	2	2	2	2	3

– = No intelligence gained; no effect. # = Degree of intelligence gained; place an appropriate Intelligence marker on the unit affected.

[6.9] STAFF POINT EFFECTS SUMMARY

Effect	Result
HQ in March Order Mode	Staff Point Allowance halved.
HQ in Fatigue Status F3	Staff Point Allowance halved.
Combat unit more than 5 hexes from controlling HQ (except Recon)	Staff Point cost doubled.
HQ unit ½ Engaged	Staff Point Allowance halved.
HQ unit Engaged	Staff Point Allowance zero.

Note: Each of these is cumulative. Any fractions are dropped after all effects are applied.

[7.4] MODE CHANGE COSTS CHART

Changing to...

Changing from:	AM	TM	DZ	TZ	RS	HD	MD	PD	R/I	HA	DA	MO	DP
AM	–	10	15	20	4	7	12	15	10	7	17	–	–
TM	9	–	5	10	4	3	12	11	6	7	17	–	–
DZ	15	6	–	5	10	9	18	17	12	13	23	–	–
TZ	20	11	5	–	15	14	23	22	17	18	28	–	–
RS	5	6	11	16	–	3	8	11	6	3	13	–	–
HD	9	10	15	20	4	–	12	8	6	7	17	–	–
MD	9	10	15	20	4	3	–	8	9	7	17	–	–
PD	9	10	15	20	4	3	12	–	9	7	17	–	–
R/I	9	10	15	20	4	3	12	8	–	3	13	–	–
HA	9	10	15	20	4	3	12	11	9	–	10	–	–
DA	12	13	18	23	7	6	15	14	12	3	–	–	–
MO	–	–	–	–	–	–	–	–	–	–	–	–	5
DP	–	–	–	–	–	–	–	–	–	–	–	5	–

= Number of Staff Points required for mode change. – = Not applicable.

[7.6] MODE COMBAT SHIFT MATRIX

Attacker's Mode

DEFENDER'S MODE	AM	TM	DZ	TZ	RS	HD	MD	PD	R/I	HA	DA
DA	0	+2	0	−1	na	na	+4	−2	0	+7	+8
HA	+1	+3	+1	0	na	na	+5	−1	+1	+8	+9
HD	−5	−3	−5	−6	na	na	−1	−7	−5	+2	+3
MD	−3	−1	−3	−4	na	na	+1	−5	−3	+4	+5
PD	−8	−6	−8	−9	na	na	−4	−10	−8	−1	0
R/I	−3	−1	−3	−4	na	na	+1	−5	−3	+4	+5
TM	−2	0	−2	−3	na	na	+2	−4	−2	+5	+6
RS	−3	−1	−3	−4	na	na	+1	−5	−3	+4	+5
TZ	+3	+5	+3	+2	na	na	+7	+1	+3	+10	+11
AM	+4	+6	+4	+3	na	na	+8	+2	+4	+11	+12
DZ	+1	+3	+1	0	na	na	+5	−1	+1	+8	+9

= Column shifts to right (+) or to left (−). *na* = Not applicable.

[7.5] MODE CHANGE TABLE

POINTS AVAILABLE	Points Needed: 1-2	3-4	5-6	7-8	9-10	11-15	16-20	21-25	26-30	31-40	41-50	51 or more
1	3...8	6...7	4...5	5	5	5	5	X	X	X	X	X
2	–	2...7	3...6	6...7	4...5	4...5	5	5	5	5	5	X
3	–	2...10	4...7	3...6	6...7	4...5	4...5	5	5	5	5	X
4	–	–	3...8	4...7	3...6	6...7	4...5	4...5	5	5	5	X
5	–	–	2...10	3...8	4...7	3...6	6...7	4...5	4...5	5	5	X
6	–	–	2...10	3...8	4...7	3...6	6...7	4...5	4...5	5	5	X
7	–	–	–	2...10	3...8	4...7	3...6	6...7	6...7	4...5	4...5	2
8	–	–	–	–	2...9	2...7	3...6	6...7	6...7	4...5	4...5	2
9	–	–	–	–	2...10	3...8	4...7	3...6	6...7	6...7	4...5	2
10	–	–	–	–	–	2...9	2...7	3...6	3...6	6...7	4...5	2
11	–	–	–	–	–	2...9	2...7	4...7	3...6	6...7	4...5	2
12	–	–	–	–	–	2...10	3...8	4...7	3...6	6...7	6...7	3
13	–	–	–	–	–	–	3...8	2...7	4...7	3...6	6...7	3
14	–	–	–	–	–	–	2...9	2...7	4...7	3...6	6...7	3
15	–	–	–	–	–	–	2...9	3...8	4...7	3...6	6...7	3
16	–	–	–	–	–	–	2...10	3...8	2...7	4...7	3...6	4
17	–	–	–	–	–	–	2...10	3...8	2...7	4...7	3...6	4
18	–	–	–	–	–	–	–	2...9	2...7	4...7	3...6	4
19	–	–	–	–	–	–	–	2...9	3...8	4...7	3...6	4
20	–	–	–	–	–	–	–	2...10	3...8	2...7	3...6	4
21-25	–	–	–	–	–	–	–	–	2...9	3...8	4...7	5
26-30	–	–	–	–	–	–	–	–	–	2...9	2...7	6
31-35	–	–	–	–	–	–	–	–	–	2...10	3...8	7
36-40	–	–	–	–	–	–	–	–	–	–	2...9	8
41-50	–	–	–	–	–	–	–	–	–	–	–	8-9

#...# = Dice roll range for successful mode change. – = Mode change automatic. X = No mode change possible.

[8.5] CSP MISSION CAPABILITIES CHART

Mission:	CSP Type: Arty	Air	Eng	Sig
Operational Intelligence	No	Yes[1]	No	Yes[1]
Mode Change	No	No	No	Yes
Counter-Battery Fire	Yes	Yes	No	Yes[2]
Interdiction	Yes	Yes	No	No
Barrage	Yes	Yes	No	Yes
Final-Protective-Fire	Yes	Yes[3]	Yes[4]	No
Chemical Warfare (optional)	Yes	Yes	No	No
Electronic Warfare (opt)	No	No	No	Yes[1]
Nuclear Weapons (opt)	Yes	Yes	No	No

Yes = Indicates that the type of CSP may perform the Mission. **No** = Indicates that the type of CSP may not perform the Mission.

1. Indicates that CSP's used for these missions may not be used for any other missions that turn.

2. Indicates that the type of CSP may only perform the Mission if other types of CSP's are present in the Mission. Signal CSP's must not exceed the number of Air or FA CSP's and must be attached to the same HQ.

3. The Soviet Player may not use Air CSP's in an FPF Mission.

4. Engineers count for three times their face value to simulate their ability to provide barriers and minefields.

[8.65] COUNTER-BATTERY FIRE TABLE

INTELLIGENCE LEVEL ON TARGET UNITS	Number of CSP's Allocated: 1,2	3,4	5,6	7,8	9,10	11,12	13-15	16-20	21 or more
1	–	–	–	–	–	1	2	2	2
2	–	–	–	–	1	2	3	4	5
3	–	–	1	2	3	4	5	6	7
4	1	2	3	4	5	6	7	8	9

Cross-index the number of Combat Supply Points used with the intelligence level. The results indicate the column to be used on the Counter-Battery Loss Table (8.66).

[8.66] COUNTER-BATTERY LOSS TABLE

	Counter-Battery Fire Table Result								
DIE	1	2	3	4	5	6	7	8	9
1	1/0	1/0	1/1	2/1	2/1	2/1	2/2	2/2	2/2
2	1/0	1/0	1/0	1/1	2/1	2/1	2/1	2/2	2/2
3	1/0	1/0	1/0	1/0	1/1	2/1	2/1	2/1	2/2
4	-	1/0	1/0	1/0	1/0	1/1	1/1	2/1	2/1
5	-	-	1/0	1/0	1/0	1/0	1/0	1/0	2/1
6	-	-	-	-	-	-	1/0	1/0	1/0

Number to left of slash: 1 = Combat unit Half Engaged, or (if target is a HQ) 1 CSP used. 2 = Combat unit Engaged, or 2 CSP used. **Number to right of slash:** Number of Combat unit steps or CSP's lost. When a unit is Engaged or Half Engaged, place two such counters on each affected unit so that only one is removed during the Housekeeping Phase. - = No result.

[8.8] CSP EFFECTS SUMMARY

Effect	Result
Controlling HQ in March Order	CSP Effectiveness halved.
Controlling HQ in Fatigue Status F3	CSP Effectiveness halved.
Controlling HQ Half Engaged	CSP Effectiveness halved. May only be used in limited manner (see Case 6.71).
Controlling HQ Engaged	See Case 6.72.
CSP Transferred this Turn	CSP Effectiveness halved.
CSP in Barrage or FPF for combat unit not attached to same HQ	CSP Effectiveness halved.

[8.7] SUPPORT SHIFT RESULTS TABLE

	Combat Support Differential											
DIE	−7 *or* less	−6 *or* −5	−4 *or* −3	−2 *or* −1	0	1 *or* 2	3 *or* 4	5 *or* 6	7 *or* 8	9 *or* 10	11 *thru* 15	16 *or* more
1	−4	−3	−3	−2	-	+1	+2	+3	+4	+4	+5	+5
2	−4	−4	−3	−3	−1	-	+1	+2	+3	+3	+4	+5
3	−5	−4	−4	−3	−2	−1	-	+1	+2	+2	+3	+4
4	−6	−5	−4	−4	−2	−1	-	+1	+2	+2	+2	+3
5	−7	−6	−5	−4	−3	−2	−1	-	+1	+2	+2	+2
6	−8	−6	−5	−5	−4	−3	−2	−1	-	+2	+2	+2

Historical Note: No CSP's used by the attacker is assumed to put him at a disadvantage.

[11.27] FATIGUE COMBAT EFFECTS CHART

Fatigue Status	Attacker	Defender
F0	No effect	No effect
F1	−2	+1
F2	−5	+2
F3	−8	+3

= Shifts to right(+) or left(−).

[11.29] SURPRISE SHIFT CHART

Defender's Intelligence Level:	Attacker's Intelligence Level: None	1	2	3	4
None	+2	+1	-	−2	−4
1	+3	+2	+1	−1	−2
2	+4	+3	+2	-	−1
3	+5	+4	+2	+1	-
4	+6	+5	+4	+2	-

- = Indicates no shift. # = Indicates shift to right(+) or left(−) to the Combat Differential.

[9.8] MOVEMENT ALLOWANCE EFFECTS SUMMARY

Attacker Status	Movement Allowance
Fatigue Level 3 (F3)	Halved
Changed Mode in same Player-Turn	Halved
Half Engaged	Halved
Engaged	No Movement
Command Control Loss	Halved
Electronic Warfare 2 (EW2) (*opt*)	Halved
Electronic Warfare 3 (EW3) (*opt*)	Halved
HQ unit transferred Subordinate Commander this Turn (*opt*)	Halved
Forced March, Level 1	Multiply by 1.5
Forced March, Level 2	Multiply by 2

All of the above effects are cumulative. Each effect is applied to the Movement Allowance separately, and when all relevant effects have been applied, any remaining fractions are dropped.

[11.91] ATTACK ABORT TABLE

	Final Combat Differential					
DIE	−10 or Less	−9	−8	−7	−6	−5
1	A	-	-	-	-	-
2	A	A	-	-	-	-
3	A	A	A	-	-	-
4	A	A	A	A	-	-
5	A	A	A	A	A	-
6	A	A	A	A	A	A

A = Attack abort; attacker must lose two T/O Points and Retreat. - = The attack is properly made, to resolve it use the −4 column of the Basic Combat Results Table.

[9.7] TERRAIN AND MOVEMENT EFFECTS CHART

Terrain	Movement Point Cost	Combat Effect on Attacker
Clear	1	No effect
Woods	2	−2
Rough 1	3	−1
Rough 2	4	−3
Main Road	½ (see 9.21)	As per other terrain in hex
Autobahn	½ (see 9.21)	−1* (as per other terrain in hex)
Town	1	−2
City without Rubble	1	−3
City with Rubble	3	−3
Lake	Prohibited	Not applicable
Eder Stausee	Prohibited	Not applicable
Minor River	+1	−1
Major River	+3	−3
Bridge	No additional cost	−2
Tagebau, Kippe	Prohibited	Not applicable
Medieval Fortress	4	−6†
Airfield	No effect	No effect

*Autobahns are usually embanked and unscreened by trees, with emergency exits limited by drainage culverts, etc. †No rubble is created when combat occurs in the Fortress. Numbers under Combat Effect on Attacker indicate how many columns on Basic Combat Results Table to shift left. Terrain is that occupied by defender. Fritzlar A/F (3305) is not a city hex.

Movement Point Costs for Attacking

+10...to move through Enemy Zone of Control
+10...for initial attack on Enemy unit
+ 5...for unprepared attack on Enemy unit
+ 5...for subsequent attacks
+ 2...for attacks on overrun units
+ 2...for attacks on HQ unit

[11.92] OVERRUN TABLE

	Final Combat Differential					
DIE	+7	+8	+9	+10	+11	+12 or more
1	O	O	O	O	O	O
2	–	O	O	O	O	O
3	–	–	O	O	O	O
4	–	–	–	O	O	O
5	–	–	–	–	O	O
6	–	–	–	–	–	O

O = Overrun. See Case 11.4. – = Combat must be resolved, using the +6 column of the Basic Combat Results Table.

[11.93] BASIC COMBAT RESULTS TABLE

	Final Combat Differential										
DIE	−4	−3	−2	−1	0	+1	+2	+3	+4	+5	+6
1	A3	A1	D2	D2	D3	D3	D4	D4	D4	D4	D4
2	A4	A1	D2	D2	D3	D3	D3	D4	D4	D4	D4
3	A4	A2	D1	D1	D2	D3	D3	D3	D4	D4	D4
4	A4	A3	D1	D1	D2	D2	D3	D3	D3	D4	D4
5	A4	A3	A1	D1	D1	D2	D2	D3	D3	D3	D4
6	A4	A4	A2	A1	D1	D1	D2	D2	D3	D3	D3

Each of the named results indicates a column of the Modified Combat Results Table. Whenever the Basic Combat Results Table is used, the Player must continue to the Modified Combat Results Table. The only purpose of the Basic Combat Results Table is to find the column of the Modified Combat Results Table to be used to resolve the combat.

[11.94] MODIFIED COMBAT RESULTS TABLE

	Basic Combat Result							
DIE	A4	A3	A2	A1	D1	D2	D3	D4
1	2/2	2/2	2/2	2/2	2/2	2/2	2/2	2/2
2	2/1	2/2	2/2	2/2	2/2	2/2	2/2	1/2
3	2/1	2/1	2/1	2/1	1/2	1/2	1/2	1/2
4	2/–	2/–	2/1	1/1	1/1	1/2	–/2	–/2
5	2/–	2/–	1/–	1/1	1/1	–/1	–/2	–/2
6	2/–	1/–	1/–	1/–	–/1	–/1	–/1	–/2

#/# = Attacker Effect/Defender Effect. The indicated number is the T/O Loss to the affected unit (see Case 11.5). HQ unit losses are doubled (see 11.7).

[12.4] FATIGUE TABLE

	Mode Change or Movement			
DIE	Unit in FO	Unit in F1-F3	Forced March, Level 1	Forced March, Level 2
1	–	1	1	2
2	–	1	1	2
3	1	1	2	3
4	1	1	2	3
5	1	2	2	3
6	2	2	3	3

– = No effect. There is no additional Fatigue. # = That number of Fatigue Levels is added to the unit being checked. See Case 12.3.

[12.5] FATIGUE NET EFFECTS CHART

DEFENDER FATIGUE LEVEL	Attacker Fatigue Level				
	Nf	0	1	2	3
Nf	0	0	−2	−5	−8
0	0	0	−2	−5	−8
1	+1	+1	−1	−4	−7
2	+2	+2	0	−3	−6
3	+3	+3	+1	−2	−5

Results are shifts to right (+) and shifts to left (−).

[11.95] COMBAT DIFFERENTIAL EFFECTS SUMMARY

Effect	Att	Def	General
Surprise	NA	NA	See Surprise Effects Chart (11.28)
Terrain	NA	NA	See Terrain and Movement Effects Chart (9.7)
T/O	NA	NA	Subtract attacker's T/O from defender's T/O.
Mode	NA	NA	Use the shifts on the Mode Markers as per case 11.23.
Adjacency			
Each Attacker's unit	+2	NA	NA
Each Defender's unit	NA	−1	NA
Cmd Control Loss	−8	+4	NA
Unprepared Attack	−2	NA	NA
Fatigue			
F0	no effect		NA
F1	−2	+1	NA
F2	−5	+2	NA
F3	−8	+3	NA
Night	+1	NA	NA
Fog	+1	NA	NA
Precipitation	+2	NA	NA
Chemical Warfare (optional)			
1st use (Soviet)	+5	−3	NA
2nd use (Soviet)	+3	−2	NA
Subsequent use (Sov)	+1	−1	NA
1st use (U.S.)	+2	−2	NA
Subsequent use (U.S.)	+1	−1	NA
Electronic Warfare (optional)			
EW3	−8	+4	NA
EW2	−6	+3	NA
EW1	−5	+2	NA
ECCM	NA	+1	NA
Division Commander at Brigade/Regiment HQ using Command (optional)			
C Result	+5	−5	NA
L Result	+3	−3	NA
P Result	+1	−1	NA
Division Commander with combat unit using command (optional)			
C Result	+10	−10	NA
L Result	+6	−6	NA
P Result	+2	−2	NA
Subordinate Commanders (optional)	apply Command Rating as per Case 20.1		
Battalion Leadership (optional)	apply Command Rating as per Case 20.1		
Combat Support	NA	NA	apply result found in the Support Shift Results Table (8.7).

NA = Not applicable. **Def** = Effect on Defender. **Att** = Effect on Attacker.

[14.4] FOG DETERMINATION TABLE

	Season			
DICE	Summer	Fall	Winter	Spring
2	F	F	F	F
3	–	F	F	F
4	–	–	F	–
5	–	–	–	–
6	–	–	–	–
7	–	–	–	–
8	–	–	–	–
9	–	–	–	–
10	–	F	F	–
11	–	F	F	F
12	F	F	F	F

– = Clear; no fog this Game-Turn.
F = Fog weather conditions apply to the entire map for this Game-Turn.

[14.5] PRECIPITATION DETERMINATION TABLE

	Season			
DICE	Summer	Fall	Winter	Spring
2	P	P	–	–
3	P	P	–	–
4	P	–	P	–
5	P	–	P	–
6	P	–	–	P
7	–	–	P	P
8	–	–	–	–
9	–	–	–	–
10	–	–	–	–
11	–	P	–	–
12	–	P	–	–

– = Clear; no precipitation this Game-Turn. **P** = Precipitation; in summer, fall or spring this is rain; in winter this is snow.

[17.3] ELECTRONIC WARFARE TABLE

	Electronic Warfare (EW) Value									
DIE	0	1	2	3	4	5	6	7	8	9
1	–	–	–	1	1	1	1	1	2	3
2	–	–	1	1	1	1	2	2	3	3
3	–	1	1	1	1	2	2	2	3	3
4	–	1	1	1	2	2	2	2	3	3
5	1	1	1	2	2	2	2	3	3	3
6	1	1	2	2	2	2	3	3	3	3

– = No effect. # = Electronic warfare result.

Effects of EW Results:

Result	Use of CSP's	Movement Allowance	Attack Shift	Defense Shift
1	Automatic	No effect	−5	+2
2	1...4	Halved	−6	+3
3	1,2	Halved*	−8*	+4*

*The unit is out of Command Control. These effects are for loss of Command Control, there is no *additional* effect of EW3. See 17.4 for optional ECCM.

[18.5] NUCLEAR WEAPONS CHART

WEAPON TYPE (KT): ►	1	5	10	20	50	100	200	Neutrn
Minimum Range of Effectiveness	0	1	1	1	2	3	4	NA
Maximum Range of Effectiveness	1	2	3	4	7	10	13	NA
U.S. Available:	7	5	4	3	1	*	*	10
Soviet Available:	2	3	2	1	2	*	*	5

*The indicated weapon is a device not normally allotted to a Division. These may be used at the Players' option, but only by agreement. **NA** = The ranges are not applicable to the Neutron Warheads.

Minimum and Maximum Ranges are given in hexes from the target hex. See Section 18.0 on the meaning of these numbers. Numbers available are the number of warheads of each type which can be used in the course of the game by either side. The numbers are given as an amount per division on the map. See 18.3 for use of neutron weapons.

[21.42] NON-DIVISIONAL COMBAT SUPPORT POINTS SUMMARY

The following tables show the Combat Support Points added per division for various situations.

SOVIET

CSP Type	Normal	Non-Div LOW	Non-Div AVG	Non-Div HIGH	Avg Total for Assault Divs
FA	8	0-1	2	2-12	20
Sig	3	0-1	2	2-6	9
Eng	3	1-3	4	4-8	11
Air	0	1-2	3	3-9	9
TOTAL	14	2-7	11	15-30	49
Staff Pts.	13	0-1	2	2-4	3

NATO

CSP Type	Normal	Non-Div LOW	Non-Div AVG	Non-Div HIGH	Avg Total for Assault Divs
FA	10	2-4	3	2-7	17
Sig	10	2-4	3	2-5	15
Eng	10	2-4	4	2-6	16
Air	4	2-5	5	3-9	13
TOTAL	34	8-15	15	17-23	61
Staff Pts.	23	1-3	4	4-6	5

Low (under Non-Div) would be for a quiet sector, high for a main effort assault. Each army or corps has a number of CSP's to be distributed to the divisions under their command. The number of additional CSP's given each division depends on the division's mission. Not surprisingly, the more important the division mission, the greater number of CSP's allocated. In addition to CSP's, army and corps also have a number of additional Staff Points to allocate, in the same manner as CSP's. TOTAL reflects normal range of total CSP's.

[19.81] PERSONAL CHARACTERISTICS TABLE

Organization Determination

DIE	Perception 1,2	3,4	5,6
1	4	3	1
2	4	3	1
3	5	3	2
4	5	4	2
5	6	4	3
6	6	5	3

The resulting number is the Organization level of the division commander.

Command Determination

DIE	Organization 1,2	3,4	5,6
1	4	2	1
2	4	3	1
3	5	3	2
4	5	4	2
5	6	4	3
6	6	5	3

The resulting number is the Command level of the division commander.

Action Points Determination (Optional)

DIE	Action Points Available
1	6
2	9
3	9
4	12
5	12
6	15

The number indicated as a result is the number of Action Points available to the division commander each Game-Turn before making adjustments for fatigue. Once determined this number is constant for the entire game.

[19.82] DIVISION COMMANDER ACTIVITY COSTS CHART

Activity	Action Point Cost
Receive SITREP (Controller Game)	3
Conduct Intelligence (Competition Game)	3
Move	1
Use Perception	2
Use Organization	4
Use Command	4

[19.83] PERSONAL SUCCESS TABLE

	Ability Level					
DIE	**1**	**2**	**3**	**4**	**5**	**6**
2	P	L	L	L	L	L
3	L	C	L	L	L	P
4	P	P	C	L	C	P
5	C	L	P	P	P	P
6	L	C	L	C	C	C
7	L	P	C	C	C	C
8	P	L	P	P	P	C
9	P	P	P	P	P	P
10	P	P	P	P	P	P
11	P	P	P	P	P	P
12	P	P	P	P	P	P

P = Success Possible. **L** = Success Likely.
C = Success Certain.

[23.32] INITIAL VALUE TABLE

	Initial Value Column										
DIE	**A**	**B**	**C**	**D**	**E**	**F**	**G**	**H**	**I**	**J**	**K**
1	4/+1	3/−1	2/−2	2/−2	1/−3	1/−3	1/−3	1/−3	1/−3	1/−3	1/−3
2	5/+2	4/+1	3/−1	3/−1	2/−2	2/−2	1/−3	1/−3	1/−3	1/−3	1/−3
3	6/+3	5/+2	4/+1	3/−1	3/−1	2/−2	2/−2	2/−2	2/−2	1/−3	1/−3
4	6/+3	6/+3	5/+2	4/+1	4/+1	3/−1	2/−2	2/−2	2/−2	2/−2	1/−3
5	6/+3	6/+3	6/+3	5/+2	5/+2	3/−1	3/−1	2/−2	2/−2	2/−2	2/−2
6	6/+3	6/+3	6/+3	6/+3	6/+3	4/+1	3/−1	3/−1	2/−2	2/−2	2/−2

The number to the left of the slash is the T/O Level of a combat unit if the Initial Value Table is being used for such. The number to the right of the slash is the Command Rating of the Subordinate Commander or Battalion Leadership if the Table is being used for this. In each case, only the number on the appropriate side of the slash is used; the other is ignored.

COMBAT RESOLUTION PROCEDURE OUTLINE

1. Determine the Initial Combat Differential

The Initial Combat Differential is determined by subtracting the Defense Strength of the defending unit from the Attack Strength of the attacking unit.

2. Determine the Final Combat Differential

The Final Combat Differential is determined by applying the effects of the applicable conditions listed below. These effects are expressed in terms of shifts in the column to be used on the Basic Combat Results Table (11.93), the use of which is described in step 3 of this Procedure. The effects of these conditions on combat resolution are described in the Combat Differential Effects Summary (11.95) and, in greater detail, in the Cases indicated in this outline.

A. Surprise: Case 11.
B. Terrain: Case 11.21
C. T/O: Case 11.32
D. Mode: Cases 11.23 and 7.6
E. Adjacency: Case 11.24
F. Command Control: Case 11.25
G. Unprepared Attack: Case 11.12
H. Fatigue: Case 11.26
I. Combat Support: Table 8.7, Section 8.0
J. Weather: Case 14.2
K. Chemical Warfare (Optional): Section 16.0
L. Electronic Warfare (Optional): Section 17.0
M. Division Commander (Optional): Section 18.0
N. Subordinate Commanders (Optional): Section 20.0
O. Neutron Warhead (Optional): Case 18.3
P. Ammunition Depletion: Case 11.8

Note: Players shuld record the accumulated shifts in Combat Differential, as the effects of these conditions are applied, on the Combat Differential Track (see separate sheet).

3. Roll the Die and Consult the Basic Combat Results Table (11.93)

If the Final Combat Differential is between −4 and +6, inclusive, the Players consult the Basic Combat Results Table, rolling a die to determine which code letter and number will be used in step 4 of this Procedure. **Note:** If the Final Combat Differential is −5 or less, the attacking Player must check for the possibility of an Attack Abort (11.3); if no Attack Abort is then called for, resolve the combat using the −4 column on the Basic Combat Results Table. If the Final Combat Differential is +7 or greater, the attacking Player must check for the possibility of Overrun (11.4); if no Overrun result is called for, resolve the combat using the +6 column on the Basic Combat Results Table.

4. Roll the Die and Consult the Modified Combat Results Table (11.94)

The Players consult the Modified Combat Results Table, rolling a die to determine the final combat result. The result is applied immediately, to the defending unit first if both are affected.

THIS SCREEN SHOWS MOST OF THE TABLES NEEDED IN PLAY (see also 11.91, 18.5, 19.15, 19.8 through 19.83, and 21.42).

1

[14.4] FOG DETERMINATION TABLE

	Season			
DICE	Summer	Fall	Winter	Spring
2	F	F	F	F
3	–	F	F	F
4	–	–	F	–
5	–	–	–	–
6	–	–	–	–
7	–	–	–	–
8	–	–	–	–
9	–	–	–	–
10	–	F	F	–
11	–	F	F	F
12	F	F	F	F

– = Clear; no fog this Game-Turn. **F** = Fog weather conditions apply to the entire map for this Game-Turn.

[14.5] PRECIPITATION DETERMINATION

	Season			
DICE	Summer	Fall	Winter	Spring
2	P	P	–	–
3	P	P	–	–
4	P	–	P	–
5	P	–	P	–
6	P	–	–	P
7	–	–	P	P
8	–	–	–	–
9	–	–	–	–
10	–	–	–	–
11	–	P	–	–
12	–	P	–	–

– = Clear; no precipitation this Game-Turn. **P** = Precipitation; in summer, fall or spring this is rain; in winter this is snow.

2

[5.7] INTELLIGENCE TABLE

	Intelligence Differential												
DIE	0	1	2	3	4	5	6	7	8	9	10	11	12 or more
1	2	2	3	3	3	3	4	4	4	4	4	4	4
2	1	2	2	2	3	3	3	3	3	3	4	4	4
3	1	1	1	1	1	2	2	2	2	3	3	4	4
4	–	1	1	1	1	1	1	2	2	2	3	3	4
5	–	–	–	–	–	1	1	1	2	2	2	3	3
6	–	–	–	–	–	–	–	–	2	2	2	2	3

– = No intelligence gained; no effect. # = Degree of intelligence gained; place an appropriate Intelligence marker on the unit affected.

3

[6.9] STAFF POINT EFFECTS SUMMARY

Effect	Result
HQ in March Order Mode	Staff Point Allowance halved.
HQ in Fatigue Status F3	Staff Point Allowance halved.
Combat unit more than 5 hexes from controlling HQ (except Recon)	Staff Point cost doubled.
HQ unit ½ Engaged	Staff Point Allowance halved.
HQ unit Engaged	Staff Point Allowance zero.

Note: Each of these is cumulative. Any fractions are dropped after all effects are applied.

[7.4] MODE CHANGE COSTS CHART

		Changing to...									
		AM	TM	DZ	TZ	RS	HD	MD	PD	R/I	HA	D
Changing from:	AM	–	10	15	20	4	7	12	15	10	7	1
	TM	9	–	5	10	4	3	12	11	6	7	1
	DZ	15	6	–	5	10	9	18	17	12	13	2
	TZ	20	11	5	–	15	14	23	22	17	18	2
	RS	5	6	11	16	–	3	8	11	6	3	1
	HD	9	10	15	20	4	–	12	8	6	7	1
	MD	9	10	5	20	4	3	–	8	9	7	1
	PD	9	10	15	20	4	3	12	–	9	7	1
	R/I	9	10	15	20	4	3	12	8	–	3	1
	HA	9	10	15	20	4	3	12	11	9	–	1
	DA	12	13	18	23	7	6	15	14	12	3	–
	MO	–	–	–	–	–	–	–	–	–	–	–
	DP	–	–	–	–	–	–	–	–	–	–	–

= Number of Staff Points required for mode change. – = Not applicable.

[7.5] MODE CHANGE TABLE

	Points Needed							
POINTS AVAILABLE	1-2	3-4	5-6	7-8	9-10	11-15	16-20	21-25
1	3...8	6...7	4...5	5	5	5	5	–
2	–	2...7	3...6	6...7	4...5	4...5	5	5
3	–	2...10	4...7	3...6	6...7	4...5	4...5	5
4	–	–	3...8	4...7	3...6	6...7	4...5	4...5
5	–	–	2...10	3...8	4...7	3...6	6...7	4...5
6	–	–	2...10	3...8	4...7	3...6	6...7	4...5
7	–	–	–	2...10	3...8	4...7	3...6	6...7
8	–	–	–	–	2...9	2...7	3...6	6...7
9	–	–	–	–	2...10	3...8	4...7	3...6
10	–	–	–	–	–	2...9	2...7	3...6
11	–	–	–	–	–	2...9	2...7	4...7
12	–	–	–	–	–	2...10	3...8	4...7
13	–	–	–	–	–	–	3...8	2...7
14	–	–	–	–	–	–	2...9	2...7
15	–	–	–	–	–	–	2...9	3...8
16	–	–	–	–	–	–	2...10	3...8
17	–	–	–	–	–	–	2...10	3...8
18	–	–	–	–	–	–	–	2...9
19	–	–	–	–	–	–	–	2...9
20	–	–	–	–	–	–	–	2...10
21-25	–	–	–	–	–	–	–	–
26-30	–	–	–	–	–	–	–	–
31-35	–	–	–	–	–	–	–	–
36-40	–	–	–	–	–	–	–	–
41-50	–	–	–	–	–	–	–	–

#...# = Dice roll range for successful mode change. – = Mode change automatic.

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Cont
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FFECTS SUMMARY

Result
Staff Point Allowance halved.
Staff Point Allowance halved.
Staff Point cost doubled.
Staff Point Allowance halved.
Staff Point Allowance zero.

e. Any fractions are dropped after all ef-

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Controller's Screen

E COSTS CHART

	Changing to...									
OZ	TZ	RS	HD	MD	PD	R/I	HA	DA	MO	DP
15	20	4	7	12	15	10	7	17	–	–
5	10	4	3	12	11	6	7	17	–	–
–	5	10	9	18	17	12	13	23	–	–
5	–	15	14	23	22	17	18	28	–	–
11	16	–	3	8	11	6	3	13	–	–
15	20	4	–	12	8	6	7	17	–	–
5	20	4	3	–	8	9	7	17	–	–
15	20	4	3	12	–	9	7	17	–	–
15	20	4	3	12	8	–	3	13	–	–
15	20	4	3	12	11	9	–	10	–	–
18	23	7	6	15	14	12	3	–	–	–
–	–	–	–	–	–	–	–	–	–	5
–	–	–	–	–	–	–	–	–	5	–

ired for mode change. – = Not applicable.

E

Points Needed								51 or more
7-8	9-10	11-15	16-20	21-25	26-30	31-40	41-50	
5	5	5	5	–	–	–	–	–
6...7	4...5	4...5	5	5	5	5	5	
3...6	6...7	4...5	4...5	5	5	5	5	–
4...7	3...6	6...7	4...5	4...5	5	5	5	–
3...8	4...7	3...6	6...7	4...5	4...5	5	5	–
3...8	4...7	3...6	6...7	4...5	4...5	5	5	–
2...10	3...8	4...7	3...6	6...7	6...7	4...5	4...5	2
–	2...9	2...7	3...6	6...7	6...7	4...5	4...5	2
–	2...10	3...8	4...7	3...6	6...7	6...7	4...5	2
–	–	2...9	2...7	3...6	3...6	6...7	4...5	2
–	–	2...9	2...7	4...7	3...6	6...7	4...5	2
–	–	2...10	3...8	4...7	3...6	6...7	6...7	3
–	–	–	3...8	2...7	4...7	3...6	6...7	3
–	–	–	2...9	2...7	4...7	3...6	6...7	3
–	–	–	2...9	3...8	4...7	3...6	6...7	3
–	–	–	2...10	3...8	2...7	4...7	3...6	4
–	–	–	2...10	3...8	2...7	4...7	3...6	4
–	–	–	–	2...9	2...7	4...7	3...6	4
–	–	–	–	2...9	3...8	4...7	3...6	4
–	–	–	–	2...10	3...8	2...7	3...6	4
–	–	–	–	–	2...9	3...8	4...7	5
–	–	–	–	–	–	2...9	2...7	6
–	–	–	–	–	–	2...10	3...8	7
–	–	–	–	–	–	–	2...9	8
–	–	–	–	–	–	–	–	8-9

hange. – = Mode change automatic.

[8.5] CSP MISSION CAPABILITIES CHAR

Mission:	CSP Type Arty	Air	Eng
Operational Intelligence	No	Yes[1]	No
Mode Change	No	No	No
Counter-Battery Fire	Yes	Yes	No
Interdiction	Yes	Yes	No
Barrage	Yes	Yes	No
Final-Protective-Fire	Yes	Yes[3]	Yes[4]
Chemical Warfare (optional)	Yes.	Yes	No
Electronic Warfare (opt)	No	No	No
Nuclear Weapons (opt)	Yes	Yes	No

Yes = Indicates that the type of CSP may perform the M
No = Indicates that the type of CSP may not perform the Missio

1. Indicates that CSP's used for these missions may not be used other missions that turn.

2. Indicates that the type of CSP may only perform the Mi other types of CSP's are present in the Mission. Signal CSP's n exceed the number of Air or FA CSP's and must be attache same HQ.

3. The Soviet Player may not use Air CSP's in an FPF Mission.

4. Engineers count for three times their face value to simula ability to provide barriers and minefields.

[8.65] COUNTER-BATTERY FIRE TABLE

	Number of CSP's Allocated							
INTELLIGENCE LEVEL ON TARGET UNITS	1,2	3,4	5,6	7,8	9,10	11,12	13-15	
1	–	–	–	–	–	1	2	
2	–	–	–	–	1	2	3	
3	–	–	1	2	3	4	5	
4	1	2	3	4	5	6	7	

Cross-index the number of Combat Supply Points used with the intell The results indicate the column to be used on the Counter-Battery Loss Ta

[8.66] COUNTER-BATTERY LOSS TABLE

	Counter-Battery Fire Table Result							
DIE	1	2	3	4	5	6	7	
1	1/0	1/0	1/1	2/1	2/1	2/1	2/2	2
2	1/0	1/0	1/0	1/1	2/1	2/1	2/1	2
3	1/0	1/0	1/0	1/0	1/1	2/1	2/1	2
4	–	1/0	1/0	1/0	1/0	1/1	1/1	2
5	–	–	1/0	1/0	1/0	1/0	1/0	1
6	–	–	–	–	–	–	1/0	1

Number to left of slash: 1 = Combat unit Half Engaged, or (if target is a used. 2 = Combat unit Engaged, or 2 CSP used. **Number to right of slash** Combat unit steps or CSP's lost. When a unit is Engaged or Half Engage such counters on each affected unit so that only one is removed during the ing Phase. – = No result.

[8.7] SUPPORT SHIFT RESULTS TABLE

	Combat Support Differential									
DIE	–7 or less	–6 or –5	–4 or –3	–2 or –1	0	1 or 2	3 or 4	5 or 6	7 or 8	9 or 10
1	–4	–3	–3	–2	–	+1	+2	+3	+4	+4
2	–4	–4	–3	–3	–1	–	+1	+2	+3	+3
3	–5	–4	–4	–3	–2	–1	–	+1	+2	+2
4	–6	–5	–4	–4	–2	–1	–	+1	+2	+2
5	–7	–6	–5	–4	–3	–2	–1	–	+1	+2
6	–8	–6	–5	–5	–4	–3	–2	–1	–	+2

Historical Note: No CSP's used by the attacker is assumed to put him at a dis

[8.89] CSP EFFECTS SUMMARY: CSP Effectiveness halved if **[1]** controll MO; **(b)** in F3 status; or **(c)** Half Engaged — see 6.71 and 6.72; *or* **[2]** the CSP red this Turn; *or* **(b)** in Barrage or FPF for a combat unit not attached to the s

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A	MO	DP
	–	–
	–	–
	–	–
	–	–
	–	–
	–	–
	–	–
	–	–
	–	–
	–	–
	–	–
	–	5
	5	–

6-30	31-40	41-50	51 *or* more
–	–	–	–
5	5	5	
5	5	5	–
5	5	5	–
...5	5	5	–
...5	5	5	–
...7	4...5	4...5	2
...7	4...5	4...5	2
...7	6...7	4...5	2
...6	6...7	4...5	2
...6	6...7	4...5	2
...6	6...7	6...7	3
...7	3...6	6...7	3
...7	3...6	6...7	3
...7	3...6	6...7	3
...7	4...7	3...6	4
...7	4...7	3...6	4
...7	4...7	3...6	4
...8	4...7	3...6	4
...8	2...7	3...6	4
...9	3...8	4...7	5
–	2...9	2...7	6
–	2...10	3...8	7
–	–	2...9	8
–	–	–	8-9

4

[8.5] CSP MISSION CAPABILITIES CHART

Mission:	CSP Type Arty	Air	Eng	Sig
Operational Intelligence	No	Yes[1]	No	Yes[1]
Mode Change	No	No	No	Yes
Counter-Battery Fire	Yes	Yes	No	Yes[2]
Interdiction	Yes	Yes	No	No
Barrage	Yes	Yes	No	Yes
Final-Protective-Fire	Yes	Yes[3]	Yes[4]	No
Chemical Warfare (optional)	Yes.	Yes	No	No
Electronic Warfare (opt)	No	No	No	Yes[1]
Nuclear Weapons (opt)	Yes	Yes	No	No

Yes = Indicates that the type of CSP may perform the Mission.
No = Indicates that the type of CSP may not perform the Mission.

1. Indicates that CSP's used for these missions may not be used for any other missions that turn.
2. Indicates that the type of CSP may only perform the Mission if other types of CSP's are present in the Mission. Signal CSP's must not exceed the number of Air or FA CSP's and must be attached to the same HQ.
3. The Soviet Player may not use Air CSP's in an FPF Mission.
4. Engineers count for three times their face value to simulate their ability to provide barriers and minefields.

[8.65] COUNTER-BATTERY FIRE TABLE

Number of CSP's Allocated

INTELLIGENCE LEVEL ON TARGET UNITS	1,2	3,4	5,6	7,8	9,10	11,12	13-15	16-20	21 *or* more
1	–	–	–	–	–	1	2	2	2
2	–	–	–	–	1	2	3	4	5
3	–	–	1	2	3	4	5	6	7
4	1	2	3	4	5	6	7	8	9

Cross-index the number of Combat Supply Points used with the intelligence level. The results indicate the column to be used on the Counter-Battery Loss Table (8.66).

[8.66] COUNTER-BATTERY LOSS TABLE

Counter-Battery Fire Table Result

DIE	1	2	3	4	5	6	7	8	9
1	1/0	1/0	1/1	2/1	2/1	2/1	2/2	2/2	2/2
2	1/0	1/0	1/0	1/1	2/1	2/1	2/1	2/2	2/2
3	1/0	1/0	1/0	1/0	1/1	2/1	2/1	2/1	2/2
4	–	1/0	1/0	1/0	1/0	1/1	1/1	2/1	2/1
5	–	–	1/0	1/0	1/0	1/0	1/0	1/0	2/1
6	–	–	–	–	–	–	1/0	1/0	1/0

Number to left of slash: 1 = Combat unit Half Engaged, or (if target is a HQ) 1 CSP used. **2** = Combat unit Engaged, or 2 CSP used. **Number to right of slash:** Number of Combat unit steps or CSP's lost. When a unit is Engaged or Half Engaged, place two such counters on each affected unit so that only one is removed during the Housekeeping Phase. – = No result.

[8.7] SUPPORT SHIFT RESULTS TABLE

Combat Support Differential

DIE	–7 *or* less	–6 *or* –5	–4 *or* –3	–2 *or* –1	0	1 *or* 2	3 *or* 4	5 *or* 6	7 *or* 8	9 *or* 10	11 *thru* 15	16 *or* more
1	–4	–3	–3	–2	–	+1	+2	+3	+4	+4	+5	+5
2	–4	–4	–3	–3	–1	–	+1	+2	+3	+3	+4	+5
3	–5	–4	–4	–3	–2	–1	–	+1	+2	+2	+3	+4
4	–6	–5	–4	–4	–2	–1	–	+1	+2	+2	+2	+3
5	–7	–6	–5	–4	–3	–2	–1	–	+1	+2	+2	+2
6	–8	–6	–5	–5	–4	–3	–2	–1	–	+2	+2	+2

Historical Note: No CSP's used by the attacker is assumed to put him at a disadvantage.

[8.89] CSP EFFECTS SUMMARY: CSP Effectiveness halved if **[1]** controlling HQ is **(a)** in MO; **(b)** in F3 status; or **(c)** Half Engaged — see 6.71 and 6.72; *or* **[2]** the CSP is **(a)** transferred this Turn; *or* **(b)** in Barrage or FPF for a combat unit not attached to the same HQ.

5

[9.8] MOVEM SUMMA

Attacker Status

- Fatigue Level 3 (F
- Changed Mode in
- Half Engaged
- Engaged
- Command Control
- Electronic Warfare
- Electronic Warfare
- HQ unit transferre Commander this T
- Forced March, Le
- Forced March, Le

All of the above effects are cu ment Allowance separately, a plied, any remaining fractions

[11.29] SURPRISE SH

Defender's Intelligence Level:	Att None
None	+2
1	+3
2	+4
3	+5
4	+6

– = Indicates no shift. left (–) to the Combat

[9.7] TERRAIN AND

Terrain	M P
Clear	
Woods	
Rough 1	
Rough 2	
Main Road	
Autobahn	
Town	
City without Rubble	
City with Rubble	
Lake	P
Eder Stausee	P
Minor River	+
Major River	+
Bridge	N
Tagebau, Kippe	P
Medieval Fortress	
Airfield	N

*Autobahns are usually embank exits limited by drainage culverts curs in the Fortress. Numbers un many columns on Basic Combat cupied by defender. Fritzlar A/F

Movement Point Costs for Attac

- + **10**...to move through Enemy Z
- + **10**...for initial attack on Enem
- + **5**...for unprepared attack on
- + **5**...for subsequent attacks
- + **2**...for attacks on overrun uni
- + **2**...for attacks on HQ unit

ITIES CHART

CSP Type		
Air	Eng	Sig
Yes[1]	No	Yes[1]
No	No	Yes
Yes	No	Yes[2]
Yes	No	No
Yes	No	Yes
Yes[3]	Yes[4]	No
Yes	No	No
No	No	Yes[1]
Yes	No	No

ıy perform the Mission.
perform the Mission.
ns may not be used for any

y perform the Mission if
on. Signal CSP's must not
d must be attached to the

n an FPF Mission.
ce value to simulate their

BLE

located

11,12	13-15	16-20	21 *or* more
1	2	2	2
2	3	4	5
4	5	6	7
6	7	8	9

sed with the intelligence level.
ter-Battery Loss Table (8.66).

BLE

ble Result

6	7	8	9
2/1	2/2	2/2	2/2
2/1	2/1	2/2	2/2
2/1	2/1	2/1	2/2
/1	1/1	2/1	2/1
/0	1/0	1/0	2/1
-	1/0	1/0	1/0

d, or (if target is a HQ) 1 CSP
er to right of slash: Number of
ed or Half Engaged, place two
emoved during the Housekeep-

LE

erential

5 *or* 6	7 *or* 8	9 *or* 10	11 *thru* 15	16 *or* more
+3	+4	+4	+5	+5
+2	+3	+3	+4	+5
+1	+2	+2	+3	+4
+1	+2	+2	+2	+3
-	+1	+2	+2	+2
−1	-	+2	+2	+2

to put him at a disadvantage.

lved if **[1]** controlling HQ is **(a)** in
.72; *or* **[2]** the CSP is **(a)** transfer-
ot attached to the same HQ.

5

[9.8] MOVEMENT ALLOWANCE EFFECTS SUMMARY

Attacker Status	Movement Allowance
Fatigue Level 3 (F3)	Halved
Changed Mode in same Player-Turn	Halved
Half Engaged	Halved
Engaged	No Movement
Command Control Loss	Halved
Electronic Warfare 2 (EW2) (*opt*)	Halved
Electronic Warfare 3 (EW3) (*opt*)	Halved
HQ unit transferred Subordinate Commander this Turn (*opt*)	Halved
Forced March, Level 1	Multiply by 1.5
Forced March, Level 2	Multiply by 2

All of the above effects are cumulative. Each effect is applied to the Movement Allowance separately, and when all relevant effects have been applied, any remaining fractions are dropped.

[11.29] SURPRISE SHIFT CHART

Defender's Intelligence Level:	Attacker's Intelligence Level: None	1	2	3	4
None	+2	+1	-	−2	−4
1	+3	+2	+1	−1	−2
2	+4	+3	+2	-	−1
3	+5	+4	+2	+1	-
4	+6	+5	+4	+2	-

- = Indicates no shift. # = Indicates shift to right(+) or left(−) to the Combat Differential.

[9.7] TERRAIN AND MOVEMENT EFFECTS CHART

Terrain	Movement Point Cost	Combat Effect on Attacker
Clear	1	No effect
Woods	2	−2
Rough 1	3	−1
Rough 2	4	−3
Main Road	½ (see 9.21)	As per other terrain in hex
Autobahn	½ (see 9.21)	−1* (as per other terrain in hex)
Town	1	−2
City without Rubble	1	−3
City with Rubble	3	−3
Lake	Prohibited	Not applicable
Eder Stausee	Prohibited	Not applicable
Minor River	+1	−1
Major River	+3	−3
Bridge	No additional cost	−2
Tagebau, Kippe	Prohibited	Not applicable
Medieval Fortress	4	−6†
Airfield	No effect	No effect

*Autobahns are usually embanked and unscreened by trees, with emergency exits limited by drainage culverts, etc. †No rubble is created when combat occurs in the Fortress. Numbers under Combat Effect on Attacker indicate how many columns on Basic Combat Results Table to shift left. Terrain is that occupied by defender. Fritzlar A/F (3305) is not a city hex.

Movement Point Costs for Attacking
+ **10**...to move through Enemy Zone of Control
+ **10**...for initial attack on Enemy unit
+ **5**...for unprepared attack on Enemy unit
+ **5**...for subsequent attacks
+ **2**...for attacks on overrun units
+ **2**...for attacks on HQ unit

NOTE: When there are two or more terrain types in a hex (except roads), a defender always defends in the most advantageous terrain; a moving unit always pays the most to move.

6

[11.95] COMBAT DIFFE EFFECTS SUMM

Effect	Att	Def	G
Surprise	NA	NA	S C
Terrain	NA	NA	S M C
T/O	NA	NA	S T T
Mode	NA	NA	U M c
Adjacency			
Each Attacker's unit	+2	NA	N
Each Defender's unit	NA	−1	N
Cmd Control Loss	−8	+4	N
Unprepared Attack	−2	NA	N
Fatigue			
F0	no effect		N
F1	−2	+1	N
F2	−5	+2	N
F3	−8	+3	N
Night	+1	NA	N
Fog	+1	NA	N
Precipitation	+2	NA	N
Chemical Warfare (optional)			
1st use (Soviet)	+5	−3	N
2nd use (Soviet)	+3	−2	N
Subsequent use (Sov)	+1	−1	N
1st use (U.S.)	+2	−2	N
Subsequent use (U.S.)	+1	−1	N
Electronic Warfare (optional)			
EW3	−8	+4	N
EW2	−6	+3	N
EW1	−5	+2	N
ECCM	NA	+1	N
Division Commander at Brigade/Regiment using Command (optional)			
C Result	+5	−5	N
L Result	+3	−3	N
P Result	+1	−1	N
Division Commander with combat unit usin			
C Result	+10	−10	N
L Result	+6	−6	N
P Result	+2	−2	N
Subordinate Commanders (optional)	apply Command R		
Battalion Leadership (optional)	apply Command R		
Combat Support	NA	NA	a t F

NA = Not applicable. **Def** = Effect on Defender. **A**

NT ALLOWANCE EFFECTS

	Movement Allowance
	Halved
ne Player-Turn	Halved
	Halved
	No Movement
oss	Halved
(EW2) (*opt*)	Halved
(EW3) (*opt*)	Halved
Subordinate n (*opt*)	Halved
1	Multiply by 1.5
2	Multiply by 2

ative. Each effect is applied to the Move- when all relevant effects have been ap- dropped.

T CHART

er's Intelligence Level: 1	2	3	4
+1	–	–2	–4
+2	+1	–1	–2
+3	+2	–	–1
+4	+2	+1	–
+5	+4	+2	–

– Indicates shift to right(+) or ferential.

OVEMENT EFFECTS CHART

ement t Cost	Combat Effect on Attacker
	No effect
	–2
	–1
	–3
(see 9.21)	As per other terrain in hex
(see 9.21)	–1* (as per other terrain in hex)
	–2
	–3
	–3
hibited	Not applicable
hibited	Not applicable
	–1
	–3
additional cost	–2
hibited	Not applicable
	–6†
effect	No effect

and unscreened by trees, with emergency c. †No rubble is created when combat oc- Combat Effect on Attacker indicate how sults Table to shift left. Terrain is that oc- 05) is not a city hex.

g
e of Control
nit
my unit

NOTE: When there are two or more terrain types in a hex (except roads), a defender always defends in the most advantageous terrain; a moving unit always pays the most to move.

6 [11.95] COMBAT DIFFERENTIAL EFFECTS SUMMARY

Effect	Att	Def	General
Surprise	NA	NA	See Surprise Effects Chart (11.28)
Terrain	NA	NA	See Terrain and Movement Effects Chart (9.7)
T/O	NA	NA	Subtract attacker's T/O from defender's T/O.
Mode	NA	NA	Use the shifts on the Mode Markers as per case 11.23.
Adjacency			
Each Attacker's unit	+2	NA	NA
Each Defender's unit	NA	–1	NA
Cmd Control Loss	–8	+4	NA
Unprepared Attack	–2	NA	NA
Fatigue			
F0	no effect		NA
F1	–2	+1	NA
F2	–5	+2	NA
F3	–8	+3	NA
Night	+1	NA	NA
Fog	+1	NA	NA
Precipitation	+2	NA	NA
Chemical Warfare (optional)			
1st use (Soviet)	+5	–3	NA
2nd use (Soviet)	+3	–2	NA
Subsequent use (Sov)	+1	–1	NA
1st use (U.S.)	+2	–2	NA
Subsequent use (U.S.)	+1	–1	NA
Electronic Warfare (optional)			
EW3	–8	+4	NA
EW2	–6	+3	NA
EW1	–5	+2	NA
ECCM	NA	+1	NA
Division Commander at Brigade/Regiment HQ using Command (optional)			
C Result	+5	–5	NA
L Result	+3	–3	NA
P Result	+1	–1	NA
Division Commander with combat unit using command (optional)			
C Result	+10	–10	NA
L Result	+6	–6	NA
P Result	+2	–2	NA
Subordinate Commanders (optional)	apply Command Rating as per Case 20.1		
Battalion Leadership (optional)	apply Command Rating as per Case 20.1		
Combat Support	NA	NA	apply result found in the Support Shift Results Table (8.7).

NA = Not applicable. **Def** = Effect on Defender. **Att** = Effect on Attacker.

7 [7.6] MODE COMBAT

DEFENDER'S MODE	AM	T
DA	0	+
HA	+1	+
HD	–5	–
MD	–3	–
PD	–8	–
R/I	–3	–
TM	–2	
RS	–3	–
TZ	+3	+
AM	+4	+
DZ	+1	+

= Column shifts to right (+) or

[11.27] FATIGUE COMBAT EFFECTS CHART

Fatigue Status	Attacker	Defender
F0	No effect	No effect
F1	–2	+1
F2	–5	+2
F3	–8	+3

= Shifts to right(+) or left(–).

COMBAT R

1. Determine the Initial Co
The Initial Combat Differe by subtracting the Defen defending unit from the At attacking unit.

2. Determine the Final Co
The Final Combat Differe by applying the effects of t tions listed below. These e in terms of shifts in the co the Basic Combat Results use of which is described i cedure. The effects of these bat resolution are describe ferential Effects Summa greater detail, in the Cases.

(A) Surprise. **(B)** Terrain. **(D)** Mode. **(E)** Adjacency. **(F)** Command Control. **(G)** Unprepared Attack. **(I)** Combat Support. **(J)** W **(K)** Chemical Warfare (Op **(L)** Electronic Warfare (O **(M)** Division Commander **(N)** Subordinate Comman **(O)** Neutron Warhead (Op **(P)** Ammunition Depletio

Note: Players should reco shifts in Combat Differen

IFFERENTIAL UMMARY

f	General
A	See Surprise Effects Chart (11.28)
A	See Terrain and Movement Effects Chart (9.7)
A	Subtract attacker's T/O from defender's T/O.
A	Use the shifts on the Mode Markers as per case 11.23.
A	NA
1	NA
4	NA
A	NA
	NA
1	NA
2	NA
3	NA
A	NA
A	NA
A	NA
3	NA
2	NA
1	NA
2	NA
1	NA
4	NA
3	NA
2	NA
1	NA

nent HQ

5	NA
3	NA
1	NA

t using command (optional)

10	NA
6	NA
2	NA

nd Rating as per Case 20.1

nd Rating as per Case 20.1

A apply result found in the Support Shift Results Table (8.7).

der. **Att** = Effect on Attacker.

7

[7.6] MODE COMBAT SHIFT MATRIX

DEFENDER'S MODE	Attacker's Mode AM	TM	DZ	TZ	RS	HD	MD	PD	R/I	HA	DA
DA	0	+2	0	−1	na	na	+4	−2	0	+7	+8
HA	+1	+3	+1	0	na	na	+5	−1	+1	+8	+9
HD	−5	−3	−5	−6	na	na	−1	−7	−5	+2	+3
MD	−3	−1	−3	−4	na	na	+1	−5	−3	+4	+5
PD	−8	−6	−8	−9	na	na	−4	−10	−8	−1	0
R/I	−3	−1	−3	−4	na	na	+1	−5	−3	+4	+5
TM	−2	0	−2	−3	na	na	+2	−4	−2	+5	+6
RS	−3	−1	−3	−4	na	na	+1	−5	−3	+4	+5
TZ	+3	+5	+3	+2	na	na	+7	+1	+3	+10	+11
AM	+4	+6	+4	+3	na	na	+8	+2	+4	+11	+12
DZ	+1	+3	+1	0	na	na	+5	−1	+1	+8	+9

= Column shifts to right (+) or to left (−). *na* = Not applicable.

[11.27] FATIGUE COMBAT EFFECTS CHART

Fatigue Status	Attacker	Defender
F0	No effect	No effect
F1	−2	+1
F2	−5	+2
F3	−8	+3

= Shifts to right(+) or left(−).

[12.4] FATIGUE TABLE

DIE	Mode Change or Movement: Unit in FO	Unit in F1-F3	Forced March, Level 1	Forced March, Level 2
1	-	1	1	2
2	-	1	1	2
3	1	1	2	3
4	1	1	2	3
5	1	2	2	3
6	2	2	3	3

[12.5] FATIGUE NET EFFECTS CHART

DEFENDER FATIGUE LEVEL	Attacker Fatigue Level Nf	0	1	2	3
Nf	0	0	−2	−5	−8
0	0	0	−2	−5	−8
1	+1	+1	−1	−4	−7
2	+2	+2	0	−3	−6
3	+3	+3	+1	−2	−5

Results are shifts to right (+) and shifts to left (−).

COMBAT PROCEDURE OUTLINE

1. Determine the Initial Combat Differential
The Initial Combat Differential is determined by subtracting the Defense Strength of the defending unit from the Attack Strength of the attacking unit.

2. Determine the Final Combat Differential
The Final Combat Differential is determined by applying the effects of the applicable conditions listed below. These effects are expressed in terms of shifts in the column to be used on the Basic Combat Results Table (11.93), the use of which is described in step 3 of this Procedure. The effects of these conditions on combat resolution are described in the Combat Differential Effects Summary (11.95) and, in greater detail, in the Cases.

(A) Surprise. **(B)** Terrain. **(C)** T/O.
(D) Mode. **(E)** Adjacency.
(F) Command Control.
(G) Unprepared Attack. **(H)** Fatigue.
(I) Combat Support. **(J)** Weather.
(K) Chemical Warfare (Optional).
(L) Electronic Warfare (Optional).
(M) Division Commander (Optional).
(N) Subordinate Commanders (Optional).
(O) Neutron Warhead (Optional).
(P) Ammunition Depletion.

Note: Players should record the accumulated shifts in Combat Differential, as the effects of these conditions are applied, on the Combat Differential Track (see separate sheet).

3. Roll the Die and Consult the Basic Combat Results Table (11.93)
If the Final Combat Differential is between −4 and +6, inclusive, the Players consult the Basic Combat Results Table, rolling a die to determine which code letter and number will be used in step 4 of this Procedure. **Note:** If the Final Combat Differential is −5 or less, the attacking Player must check for the possibility of an Attack Abort (11.3); if no Attack Abort is then called for, resolve the combat using the −4 column on the Basic Combat Results Table. If the Final Combat Differential is +7 or greater, the attacking Player must check for the possibility of Overrun (11.4); if no Overrun result is called for, resolve the combat using the +6 column on the Basic Combat Results Table.

4. Roll the Die and Consult the Modified Combat Results Table (11.94)
The Players consult the Modified Combat Results Table, rolling a die to determine the final combat result. The result is applied immediately, to the defending unit first if both are affected.

SHIFT MATRIX

	Attacker's Mode								
1	DZ	TZ	RS	HD	MD	PD	R/I	HA	DA
2	0	−1	na	na	+4	−2	0	+7	+8
3	+1	0	na	na	+5	−1	+1	+8	+9
3	−5	−6	na	na	−1	−7	−5	+2	+3
1	−3	−4	na	na	+1	−5	−3	+4	+5
6	−8	−9	na	na	−4	−10	−8	−1	0
1	−3	−4	na	na	+1	−5	−3	+4	+5
0	−2	−3	na	na	+2	−4	−2	+5	+6
1	−3	−4	na	na	+1	−5	−3	+4	+5
5	+3	+2	na	na	+7	+1	+3	+10	+11
6	+4	+3	na	na	+8	+2	+4	+11	+12
3	+1	0	na	na	+5	−1	+1	+8	+9

) left (−). *na* = Not applicable.

[12.4] FATIGUE TABLE

	Mode Change or Movement			
E	Unit in FO	Unit in F1-F3	Forced March, Level 1	Forced March, Level 2
1	–	1	1	2
2	–	1	1	2
3	1	1	2	3
4	1	1	2	3
5	1	2	2	3
6	2	2	3	3

[12.5] FATIGUE NET EFFECTS CHART

DEFENDER FATIGUE LEVEL	Attacker Fatigue Level				
	Nf	0	1	2	3
Nf	0	0	−2	−5	−8
0	0	0	−2	−5	−8
1	+1	+1	−1	−4	−7
2	+2	+2	0	−3	−6
3	+3	+3	+1	—2	—5

Results are shifts to right (+) and shifts to left (−).

ROCEDURE OUTLINE

ıbat Differential
ıtial is determined
Strength of the
ck Strength of the

bat Differential
tial is determined
applicable condi-
ects are expressed
mn to be used on
Table (11.93), the
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(11.95) and, in

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Fatigue.
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l the accumulated
l, as the effects of

these conditions are applied, on the Combat Differential Track (see separate sheet).

3. Roll the Die and Consult the Basic Combat Results Table (11.93)
If the Final Combat Differential is between −4 and +6, inclusive, the Players consult the Basic Combat Results Table, rolling a die to determine which code letter and number will be used in step 4 of this Procedure. **Note:** If the Final Combat Differential is −5 or less, the attacking Player must check for the possibility of an Attack Abort (11.3); if no Attack Abort is then called for, resolve the combat using the −4 column on the Basic Combat Results Table. If the Final Combat Differential is +7 or greater, the attacking Player must check for the possibility of Overrun (11.4); if no Overrun result is called for, resolve the combat using the +6 column on the Basic Combat Results Table.

4. Roll the Die and Consult the Modified Combat Results Table (11.94)
The Players consult the Modified Combat Results Table, rolling a die to determine the final combat result. The result is applied immediately, to the defending unit first if both are affected.

[11.92] OVERRUN TABLE

	Final Combat Differential					
DIE	+7	+8	+9	+10	+11	+12 or more
1	O	O	O	O	O	O
2	–	O	O	O	O	O
3	–	–	O	O	O	O
4	–	–	–	O	O	O
5	–	–	–	–	O	O
6	–	–	–	–	–	O

O = Overrun. See Case 11.4. – = Combat must be resolved, using the +6 column of the Basic Combat Results Table.

[11.93] BASIC COMBAT RESULTS TABLE

	Final Combat Differential										
DIE	−4	−3	−2	−1	0	+1	+2	+3	+4	+5	+6
1	A3	A1	D2	D2	D3	D3	D4	D4	D4	D4	D4
2	A4	A1	D2	D2	D3	D3	D3	D4	D4	D4	D4
3	A4	A2	D1	D1	D2	D3	D3	D3	D4	D4	D4
4	A4	A3	D1	D1	D2	D2	D3	D3	D3	D4	D4
5	A4	A3	A1	D1	D1	D2	D2	D3	D3	D3	D4
6	A4	A4	A2	A1	D1	D1	D2	D2	D3	D3	D3

Each of the named results indicates a column of the Modified Combat Results Table. Whenever the Basic Combat Results Table is used, the Player must continue to the Modified Combat Results Table. The only purpose of the Basic Combat Results Table is to find the column of the Modified Combat Results Table to be used to resolve the combat.

[11.94] MODIFIED COMBAT RESULTS TABLE

	Basic Combat Result							
DIE	A4	A3	A2	A1	D1	D2	D3	D4
1	2/2	2/2	2/2	2/2	2/2	2/2	2/2	2/2
2	2/1	2/2	2/2	2/2	2/2	2/2	2/2	1/2
3	2/1	2/1	2/1	2/1	1/2	1/2	1/2	1/2
4	2/–	2/–	2/1	1/1	1/1	1/2	–/2	–/2
5	2/–	2/–	1/–	1/1	1/1	–/1	–/2	–/2
6	2/–	1/–	1/–	1/–	–/1	–/1	–/1	–/2

#/# = Attacker Effect/Defender Effect. The indicated number is the T/O Loss to the affected unit (see Case 11.5). HQ unit losses are doubled (see 11.7).

[17.3] ELECTRONIC WARFARE TABLE

	Electronic Warfare (EW) Value									
DIE	0	1	2	3	4	5	6	7	8	9
1	–	–	–	1	1	1	1	1	2	3
2	–	–	1	1	1	1	2	2	3	3
3	–	1	1	1	1	2	2	2	3	3
4	–	1	1	1	2	2	2	2	3	3
5	1	1	1	2	2	2	2	3	3	3
6	1	1	2	2	2	2	3	3	3	3

– = No effect. # = Electronic warfare result.

Effects of EW Results:

Result	Use of CSP's	Movement Allowance	Attack Shift	Defense Shift
1	Automatic	No effect	−5	+2
2	1...4	Halved	−6	+3
3	1,2	Halved*	−8*	+4*

*The unit is out of Command Control. These effects are for loss of Command Control, there is no *additional* effect of EW3. See 17.4 for optional ECCM.

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1

[14.4] FOG DETERMINATION TABLE

DICE	Season: Summer	Fall	Winter	Spring
2	F	F	F	F
3	–	F	F	F
4	–	–	F	–
5	–	–	–	–
6	–	–	–	–
7	–	–	–	–
8	–	–	–	–
9	–	–	–	–
10	–	F	F	–
11	–	F	F	F
12	F	F	F	F

– = Clear; no fog this Game-Turn. **F** = Fog weather conditions apply to the entire map for this Game-Turn.

[14.5] PRECIPITATION DETERMINATION

DICE	Season: Summer	Fall	Winter	Spring
2	P	P	–	–
3	P	P	–	–
4	P	–	P	–
5	P	–	P	–
6	P	–	–	P
7	–	–	P	P
8	–	–	–	–
9	–	–	–	–
10	–	–	–	–
11	–	P	–	–
12	–	P	–	–

– = Clear; no precipitation this Game-Turn. **P** = Precipitation; in summer, fall or spring this is rain; in winter this is snow.

2

[5.7] INTELLIGENCE TABLE

DIE	Intelligence Differential: 0	1	2	3	4	5	6	7	8	9	10	11	12 or more
1	2	2	3	3	3	3	4	4	4	4	4	4	4
2	1	2	2	2	3	3	3	3	3	3	4	4	4
3	1	1	1	1	1	2	2	2	2	3	3	4	4
4	–	1	1	1	1	1	1	2	2	2	3	3	4
5	–	–	–	–	–	1	1	1	2	2	2	3	3
6	–	–	–	–	–	–	–	–	2	2	2	2	3

– = No intelligence gained; no effect. # = Degree of intelligence gained; place an appropriate Intelligence marker on the unit affected.

3

[6.9] STAFF POINT EFFECTS SUMMARY

Effect	Result
HQ in March Order Mode	Staff Point Allowance halved.
HQ in Fatigue Status F3	Staff Point Allowance halved.
Combat unit more than 5 hexes from controlling HQ (except Recon)	Staff Point cost doubled.
HQ unit ½ Engaged	Staff Point Allowance halved.
HQ unit Engaged	Staff Point Allowance zero.

Note: Each of these is cumulative. Any fractions are dropped after all effects are applied.

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[7.4] MODE CHANGE COSTS CHART

Changing from:	Changing to... AM	TM	DZ	TZ	RS	HD	MD	PD	R/I	HA	DA
AM	–	10	15	20	4	7	12	15	10	7	17
TM	9	–	5	10	4	3	12	11	6	7	17
DZ	15	6	–	5	10	9	18	17	12	13	23
TZ	20	11	5	–	15	14	23	22	17	18	28
RS	5	6	11	16	–	3	8	11	6	3	13
HD	9	10	15	20	4	–	12	8	6	7	17
MD	9	10	5	20	4	3	–	8	9	7	17
PD	9	10	15	20	4	3	12	–	9	7	17
R/I	9	10	15	20	4	3	12	8	–	3	13
HA	9	10	15	20	4	3	12	11	9	–	10
DA	12	13	18	23	7	6	15	14	12	3	–
MO	–	–	–	–	–	–	–	–	–	–	–
DP	–	–	–	–	–	–	–	–	–	–	–

= Number of Staff Points required for mode change. – = Not applicable.

[7.5] MODE CHANGE TABLE

POINTS AVAILABLE	Points Needed: 1-2	3-4	5-6	7-8	9-10	11-15	16-20	21-25	26-
1	3...8	6...7	4...5	5	5	5	5	–	–
2	–	2...7	3...6	6...7	4...5	4...5	5	5	5
3	–	2...10	4...7	3...6	6...7	4...5	4...5	5	5
4	–	–	3...8	4...7	3...6	6...7	4...5	4...5	5
5	–	–	2...10	3...8	4...7	3...6	6...7	4...5	4...
6	–	–	2...10	3...8	4...7	3...6	6...7	4...5	4...
7	–	–	–	2...10	3...8	4...7	3...6	6...7	6...
8	–	–	–	–	2...9	2...7	3...6	6...7	6...
9	–	–	–	–	2...10	3...8	4...7	3...6	6...
10	–	–	–	–	–	2...9	2...7	3...6	3...
11	–	–	–	–	–	2...9	2...7	4...7	3...
12	–	–	–	–	–	2...10	3...8	4...7	3...
13	–	–	–	–	–	–	3...8	2...7	4...
14	–	–	–	–	–	–	2...9	2...7	4...
15	–	–	–	–	–	–	2...9	3...8	4...
16	–	–	–	–	–	–	2...10	3...8	2...
17	–	–	–	–	–	–	2...10	3...8	2...
18	–	–	–	–	–	–	–	2...9	2...
19	–	–	–	–	–	–	–	2...9	3...
20	–	–	–	–	–	–	–	2...10	3...
21-25	–	–	–	–	–	–	–	–	2...
26-30	–	–	–	–	–	–	–	–	–
31-35	–	–	–	–	–	–	–	–	–
36-40	–	–	–	–	–	–	–	–	–
41-50	–	–	–	–	–	–	–	–	–

#...# = Dice roll range for successful mode change. – = Mode change automatic.

OINT EFFECTS SUMMARY

	Result
r Mode	Staff Point Allowance halved.
us F3	Staff Point Allowance halved.
than 5 ling HQ	Staff Point cost doubled.
d	Staff Point Allowance halved.
	Staff Point Allowance zero.

cumulative. Any fractions are dropped after all ef-

NATO DIVISION COMMANDER

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Controller's Screen

HANGE COSTS CHART

	Changing to...										
	TM	DZ	TZ	RS	HD	MD	PD	R/I	HA	DA	MO	DP
	10	15	20	4	7	12	15	10	7	17	–	–
	–	5	10	4	3	12	11	6	7	17	–	–
	6	–	5	10	9	18	17	12	13	23	–	–
	11	5	–	15	14	23	22	17	18	28	–	–
	6	11	16	–	3	8	11	6	3	13	–	–
	10	15	20	4	–	12	8	6	7	17	–	–
	10	5	20	4	3	–	8	9	7	17	–	–
	10	15	20	4	3	12	–	9	7	17	–	–
	10	15	20	4	3	12	8	–	3	13	–	–
	10	15	20	4	3	12	11	9	–	10	–	–
	13	18	23	7	6	15	14	12	3	–	–	–
	–	–	–	–	–	–	–	–	–	–	–	5
	–	–	–	–	–	–	–	–	–	–	5	–

oints required for mode change. – = Not applicable.

TABLE

	Points Needed									51 *or* more
	5-6	7-8	9-10	11-15	16-20	21-25	26-30	31-40	41-50	
	4…5	5	5	5	5	–	–	–	–	–
	3…6	6…7	4…5	4…5	5	5	5	5	5	
	4…7	3…6	6…7	4…5	4…5	5	5	5	5	–
	3…8	4…7	3…6	6…7	4…5	4…5	5	5	5	–
	2…10	3…8	4…7	3…6	6…7	4…5	4…5	5	5	–
	2…10	3…8	4…7	3…6	6…7	4…5	4…5	5	5	–
	–	2…10	3…8	4…7	3…6	6…7	6…7	4…5	4…5	2
	–	–	2…9	2…7	3…6	6…7	6…7	4…5	4…5	2
	–	–	2…10	3…8	4…7	3…6	6…7	6…7	4…5	2
	–	–	–	2…9	2…7	3…6	3…6	6…7	4…5	2
	–	–	–	2…9	2…7	4…7	3…6	6…7	4…5	2
	–	–	–	2…10	3…8	4…7	3…6	6…7	6…7	3
	–	–	–	–	3…8	2…7	4…7	3…6	6…7	3
	–	–	–	–	2…9	2…7	4…7	3…6	6…7	3
	–	–	–	–	2…9	3…8	4…7	3…6	6…7	3
	–	–	–	–	2…10	3…8	2…7	4…7	3…6	4
	–	–	–	–	2…10	3…8	2…7	4…7	3…6	4
	–	–	–	–	–	2…9	2…7	4…7	3…6	4
	–	–	–	–	–	2…9	3…8	4…7	3…6	4
	–	–	–	–	–	2…10	3…8	2…7	3…6	4
	–	–	–	–	–	–	2…9	3…8	4…7	5
	–	–	–	–	–	–	–	2…9	2…7	6
	–	–	–	–	–	–	–	2…10	3…8	7
	–	–	–	–	–	–	–	–	2…9	8
	–	–*	–	–	–	–	–	–	–	8-9

ful mode change. – = Mode change automatic.

4

[8.5] CSP MISSION CAPABILITIES

Mission:	Arty	Air
Operational Intelligence	No	Yes[1]
Mode Change	No	No
Counter-Battery Fire	Yes	Yes
Interdiction	Yes	Yes
Barrage	Yes	Yes
Final-Protective-Fire	Yes	Yes[3]
Chemical Warfare (optional)	Yes	Yes
Electronic Warfare (opt)	No	No
Nuclear Weapons (opt)	Yes	Yes

Yes = Indicates that the type of CSP may perf
No = Indicates that the type of CSP may not perform

1. Indicates that CSP's used for these missions may other missions that turn.

2. Indicates that the type of CSP may only perfo other types of CSP's are present in the Mission. Sig exceed the number of Air or FA CSP's and must same HQ.

3. The Soviet Player may not use Air CSP's in an FP

4. Engineers count for three times their face valu ability to provide barriers and minefields.

[8.65] COUNTER-BATTERY FIRE TABLE

	Number of CSP's Allocated					
INTELLIGENCE LEVEL ON TARGET UNITS	1,2	3,4	5,6	7,8	9,10	11,12
1	–	–	–	–	–	1
2	–	–	–	–	1	2
3	–	–	1	2	3	4
4	1	2	3	4	5	6

Cross-index the number of Combat Supply Points used wit The results indicate the column to be used on the Counter-Batt

[8.66] COUNTER-BATTERY LOSS TABLE

	Counter-Battery Fire Table Re					
DIE	1	2	3	4	5	6
1	1/0	1/0	1/1	2/1	2/1	2/1
2	1/0	1/0	1/0	1/1	2/1	2/1
3	1/0	1/0	1/0	1/0	1/1	2/1
4	–	1/0	1/0	1/0	1/0	1/1
5	–	–	1/0	1/0	1/0	1/0
6	–	–	–	–	–	–

Number to left of slash: 1 = Combat unit Half Engaged, or (if used. **2** = Combat unit Engaged, or 2 CSP used. **Number to rig** Combat unit steps or CSP's lost. When a unit is Engaged or H such counters on each affected unit so that only one is removed ing Phase. – = No result.

[8.7] SUPPORT SHIFT RESULTS TABLE

	Combat Support Differentia							
DIE	−7 *or* less	−6 *or* −5	−4 *or* −3	−2 *or* −1	0	1 *or* 2	3 *or* 4	5 *or* 6
1	−4	−3	−3	−2	–	+1	+2	+3
2	−4	−4	−3	−3	−1	–	+1	+2
3	−5	−4	−4	−3	−2	−1	–	+1
4	−6	−5	−4	−4	−2	−1	–	+1
5	−7	−6	−5	−4	−3	−2	−1	–
6	−8	−6	−5	−5	−4	−3	−2	−1

Historical Note: No CSP's used by the attacker is assumed to put h

[8.89] CSP EFFECTS SUMMARY: CSP Effectiveness halved if [MO; **(b)** in F3 status; or **(c)** Half Engaged — see 6.71 and 6.72; *or* [red this Turn; *or* **(b)** in Barrage or FPF for a combat unit not attach

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roller's en

A	MO	DP
	–	–
	–	–
	–	–
	–	–
	–	–
	–	–
	–	–
	–	–
	–	–
	–	–
	–	5
	5	–

6-30	31-40	41-50	51 *or* more
–	–	–	–
5	5	5	
5	5	5	–
5	5	5	–
...5	5	5	–
...5	5	5	–
...7	4...5	4...5	2
...7	4...5	4...5	2
...7	6...7	4...5	2
...6	6...7	4...5	2
...6	6...7	4...5	2
...6	6...7	6...7	3
...7	3...6	6...7	3
...7	3...6	6...7	3
...7	3...6	6...7	3
...7	4...7	3...6	4
...7	4...7	3...6	4
...7	4...7	3...6	4
...8	4...7	3...6	4
...8	2...7	3...6	4
...9	3...8	4...7	5
–	2...9	2...7	6
–	2...10	3...8	7
–	–	2...9	8
–	–	–	8-9

4

[8.5] CSP MISSION CAPABILITIES CHART

Mission:	CSP Type: Arty	Air	Eng	Sig
Operational Intelligence	No	Yes[1]	No	Yes[1]
Mode Change	No	No	No	Yes
Counter-Battery Fire	Yes	Yes	No	Yes[2]
Interdiction	Yes	Yes	No	No
Barrage	Yes	Yes	No	Yes
Final-Protective-Fire	Yes	Yes[3]	Yes[4]	No
Chemical Warfare (optional)	Yes.	Yes	No	No
Electronic Warfare (opt)	No	No	No	Yes[1]
Nuclear Weapons (opt)	Yes	Yes	No	No

Yes = Indicates that the type of CSP may perform the Mission.
No = Indicates that the type of CSP may not perform the Mission.

1. Indicates that CSP's used for these missions may not be used for any other missions that turn.

2. Indicates that the type of CSP may only perform the Mission if other types of CSP's are present in the Mission. Signal CSP's must not exceed the number of Air or FA CSP's and must be attached to the same HQ.

3. The Soviet Player may not use Air CSP's in an FPF Mission.

4. Engineers count for three times their face value to simulate their ability to provide barriers and minefields.

[8.65] COUNTER-BATTERY FIRE TABLE

Number of CSP's Allocated

INTELLIGENCE LEVEL ON TARGET UNITS	1,2	3,4	5,6	7,8	9,10	11,12	13-15	16-20	21 *or* more
1	–	–	–	–	–	1	2	2	2
2	–	–	–	–	1	2	3	4	5
3	–	–	1	2	3	4	5	6	7
4	1	2	3	4	5	6	7	8	9

Cross-index the number of Combat Supply Points used with the intelligence level. The results indicate the column to be used on the Counter-Battery Loss Table (8.66).

[8.66] COUNTER-BATTERY LOSS TABLE

Counter-Battery Fire Table Result

DIE	1	2	3	4	5	6	7	8	9
1	1/0	1/0	1/1	2/1	2/1	2/1	2/2	2/2	2/2
2	1/0	1/0	1/0	1/1	2/1	2/1	2/1	2/2	2/2
3	1/0	1/0	1/0	1/0	1/1	2/1	2/1	2/1	2/2
4	–	1/0	1/0	1/0	1/0	1/1	1/1	2/1	2/1
5	–	–	1/0	1/0	1/0	1/0	1/0	1/0	2/1
6	–	–	–	–	–	–	1/0	1/0	1/0

Number to left of slash: 1 = Combat unit Half Engaged, or (if target is a HQ) 1 CSP used. 2 = Combat unit Engaged, or 2 CSP used. **Number to right of slash:** Number of Combat unit steps or CSP's lost. When a unit is Engaged or Half Engaged, place two such counters on each affected unit so that only one is removed during the Housekeeping Phase. – = No result.

[8.7] SUPPORT SHIFT RESULTS TABLE

Combat Support Differential

DIE	−7 *or* less	−6 *or* −5	−4 *or* −3	−2 *or* −1	0	1 *or* 2	3 *or* 4	5 *or* 6	7 *or* 8	9 *or* 10	11 *thru* 15	16 *or* more
1	−4	−3	−3	−2	–	+1	+2	+3	+4	+4	+5	+5
2	−4	−4	−3	−3	−1	–	+1	+2	+3	+3	+4	+5
3	−5	−4	−4	−3	−2	−1	–	+1	+2	+2	+3	+4
4	−6	−5	−4	−4	−2	−1	–	+1	+2	+2	+2	+3
5	−7	−6	−5	−4	−3	−2	−1	–	+1	+2	+2	+2
6	−8	−6	−5	−5	−4	−3	−2	−1	–	+2	+2	+2

Historical Note: No CSP's used by the attacker is assumed to put him at a disadvantage.

[8.89] CSP EFFECTS SUMMARY: CSP Effectiveness halved if **[1]** controlling HQ is **(a)** in MO; **(b)** in F3 status; or **(c)** Half Engaged — see 6.71 and 6.72; *or* **[2]** the CSP is **(a)** transferred this Turn; *or* **(b)** in Barrage or FPF for a combat unit not attached to the same HQ.

5

[9.8] MOVEMI SUMMAI

Attacker Status
Fatigue Level 3 (F3
Changed Mode in s
Half Engaged
Engaged
Command Control
Electronic Warfare
Electronic Warfare
HQ unit transferre Commander this T
Forced March, Lev
Forced March, Lev

All of the above effects are cun ment Allowance separately, a plied, any remaining fractions a

[11.29] SURPRISE SHI

Defender's Intelligence Level:	Atta None
None	+2
1	+3
2	+4
3	+5
4	+6

– = Indicates no shift. left(–) to the Combat D

[9.7] TERRAIN AND M

Terrain	M P
Clear	
Woods	
Rough 1	
Rough 2	
Main Road	
Autobahn	
Town	
City without Rubble	
City with Rubble	
Lake	P
Eder Stausee	P
Minor River	+
Major River	+
Bridge	N
Tagebau, Kippe	P
Medieval Fortress	
Airfield	N

*Autobahns are usually embank exits limited by drainage culverts. curs in the Fortress. Numbers un many columns on Basic Combat cupied by defender. Fritzlar A/F

Movement Point Costs for Attac
+ **10**...to move through Enemy Z
+ **10**...for initial attack on Enemy
+ **5**...for unprepared attack on E
+ **5**...for subsequent attacks
+ **2**...for attacks on overrun uni
+ **2**...for attacks on HQ unit

LITIES CHART

CSP Type		
Air	Eng	Sig
Yes[1]	No	Yes[1]
No	No	Yes
Yes	No	Yes[2]
Yes	No	No
Yes	No	Yes
Yes[3]	Yes[4]	No
Yes	No	No
No	No	Yes[1]
Yes	No	No

ay perform the Mission.
perform the Mission.
ons may not be used for any

nly perform the Mission if
ion. Signal CSP's must not
nd must be attached to the

in an FPF Mission.
ace value to simulate their

BLE

llocated

11,12	13-15	16-20	21 *or* more
1	2	2	2
2	3	4	5
4	5	6	7
6	7	8	9

used with the intelligence level.
nter-Battery Loss Table (8.66).

BLE

able Result

6	7	8	9
2/1	2/2	2/2	2/2
2/1	2/1	2/2	2/2
2/1	2/1	2/1	2/2
1/1	1/1	2/1	2/1
1/0	1/0	1/0	2/1
–	1/0	1/0	1/0

ed, or (if target is a HQ) 1 CSP
ber to right of slash: Number of
ged or Half Engaged, place two
removed during the Housekeep-

LE

fferential

5 *or* 6	7 *or* 8	9 *or* 10	11 *thru* 15	16 *or* more
+3	+4	+4	+5	+5
+2	+3	+3	+4	+5
+1	+2	+2	+3	+4
+1	+2	+2	+2	+3
–	+1	+2	+2	+2
–1	–	+2	+2	+2

d to put him at a disadvantage.

alved if **[1]** controlling HQ is **(a)** in 6.72; *or* **[2]** the CSP is **(a)** transfer-ot attached to the same HQ.

5

[9.8] MOVEMENT ALLOWANCE EFFECTS SUMMARY

Attacker Status	Movement Allowance
Fatigue Level 3 (F3)	Halved
Changed Mode in same Player-Turn	Halved
Half Engaged	Halved
Engaged	No Movement
Command Control Loss	Halved
Electronic Warfare 2 (EW2) (*opt*)	Halved
Electronic Warfare 3 (EW3) (*opt*)	Halved
HQ unit transferred Subordinate Commander this Turn (*opt*)	Halved
Forced March, Level 1	Multiply by 1.5
Forced March, Level 2	Multiply by 2

All of the above effects are cumulative. Each effect is applied to the Movement Allowance separately, and when all relevant effects have been applied, any remaining fractions are dropped.

[11.29] SURPRISE SHIFT CHART

Defender's Intelligence Level:	Attacker's Intelligence Level: None	1	2	3	4
None	+2	+1	–	–2	–4
1	+3	+2	+1	–1	–2
2	+4	+3	+2	–	–1
3	+5	+4	+2	+1	–
4	+6	+5	+4	+2	–

– = Indicates no shift. # = Indicates shift to right(+) or left(–) to the Combat Differential.

[9.7] TERRAIN AND MOVEMENT EFFECTS CHART

Terrain	Movement Point Cost	Combat Effect on Attacker
Clear	1	No effect
Woods	2	–2
Rough 1	3	–1
Rough 2	4	–3
Main Road	½ (see 9.21)	As per other terrain in hex
Autobahn	½ (see 9.21)	–1* (as per other terrain in hex)
Town	1	–2
City without Rubble	1	–3
City with Rubble	3	–3
Lake	Prohibited	Not applicable
Eder Stausee	Prohibited	Not applicable
Minor River	+1	–1
Major River	+3	–3
Bridge	No additional cost	–2
Tagebau, Kippe	Prohibited	Not applicable
Medieval Fortress	4	–6†
Airfield	No effect	No effect

*Autobahns are usually embanked and unscreened by trees, with emergency exits limited by drainage culverts, etc. †No rubble is created when combat occurs in the Fortress. Numbers under Combat Effect on Attacker indicate how many columns on Basic Combat Results Table to shift left. Terrain is that occupied by defender. Fritzlar A/F (3305) is not a city hex.

Movement Point Costs for Attacking
+ **10**...to move through Enemy Zone of Control
+ **10**...for initial attack on Enemy unit
+ **5**...for unprepared attack on Enemy unit
+ **5**...for subsequent attacks
+ **2**...for attacks on overrun units
+ **2**...for attacks on HQ unit

NOTE: When there are two or more terrain types in a hex (except roads), a defender always defends in the most advantageous terrain; a moving unit always pays the most to move.

6

[11.95] COMBAT DIFF EFFECTS SUM

Effect	Att	Def
Surprise	NA	NA
Terrain	NA	NA
T/O	NA	NA
Mode	NA	NA
Adjacency		
Each Attacker's unit	+2	NA
Each Defender's unit	NA	–1
Cmd Control Loss	–8	+4
Unprepared Attack	–2	NA
Fatigue		
F0	no effect	
F1	–2	+1
F2	–5	+2
F3	–8	+3
Night	+1	NA
Fog	+1	NA
Precipitation	+2	NA
Chemical Warfare (optional)		
1st use (Soviet)	+5	–3
2nd use (Soviet)	+3	–2
Subsequent use (Sov)	+1	–1
1st use (U.S.)	+2	–2
Subsequent use (U.S.)	+1	–1
Electronic Warfare (optional)		
EW3	–8	+4
EW2	–6	+3
EW1	–5	+2
ECCM	NA	+1
Division Commander at Brigade/Regiment using Command (optional)		
C Result	+5	–5
L Result	+3	–3
P Result	+1	–1
Division Commander with combat unit usi		
C Result	+10	–10
L Result	+6	–6
P Result	+2	–2
Subordinate Commanders (optional)	apply Command I	
Battalion Leadership (optional)	apply Command I	
Combat Support	NA	NA

NA = Not applicable. **Def** = Effect on Defender.

NT ALLOWANCE EFFECTS

Y	Movement Allowance
	Halved
me Player-Turn	Halved
	Halved
	No Movement
oss	Halved
(EW2) (*opt*)	Halved
(EW3) (*opt*)	Halved
Subordinate rn (*opt*)	Halved
1	Multiply by 1.5
2	Multiply by 2

lative. Each effect is applied to the Move- d when all relevant effects have been ap- edropped.

T CHART

ker's Intelligence Level:

1	2	3	4
+1	-	−2	−4
+2	+1	−1	−2
+3	+2	-	−1
+4	+2	+1	-
+5	+4	+2	-

= Indicates shift to right(+) or fferential.

OVEMENT EFFECTS CHART

vement int Cost	Combat Effect on Attacker
	No effect
	−2
	−1
	−3
(see 9.21)	As per other terrain in hex
(see 9.21)	−1* (as per other terrain in hex)
	−2
	−3
	−3
hibited	Not applicable
hibited	Not applicable
	−1
	−3
additional cost	−2
hibited	Not applicable
	−6†
effect	No effect

and unscreened by trees, with emergency tc. †No rubble is created when combat oc- Combat Effect on Attacker indicate how esults Table to shift left. Terrain is that oc- 305) is not a city hex.

ge
e of Control
nit
emy unit

NOTE: When there are two or more terrain types in a hex (except roads), a defender always defends in the most advantageous terrain; a moving unit always pays the most to move.

6 [11.95] COMBAT DIFFERENTIAL EFFECTS SUMMARY

Effect	Att	Def	General
Surprise	NA	NA	See Surprise Effects Chart (11.28)
Terrain	NA	NA	See Terrain and Movement Effects Chart (9.7)
T/O	NA	NA	Subtract attacker's T/O from defender's T/O.
Mode	NA	NA	Use the shifts on the Mode Markers as per case 11.23.
Adjacency			
Each Attacker's unit	+2	NA	NA
Each Defender's unit	NA	−1	NA
Cmd Control Loss	−8	+4	NA
Unprepared Attack	−2	NA	NA
Fatigue			
F0	no effect		NA
F1	−2	+1	NA
F2	−5	+2	NA
F3	−8	+3	NA
Night	+1	NA	NA
Fog	+1	NA	NA
Precipitation	+2	NA	NA
Chemical Warfare (optional)			
1st use (Soviet)	+5	−3	NA
2nd use (Soviet)	+3	−2	NA
Subsequent use (Sov)	+1	−1	NA
1st use (U.S.)	+2	−2	NA
Subsequent use (U.S.)	+1	−1	NA
Electronic Warfare (optional)			
EW3	−8	+4	NA
EW2	−6	+3	NA
EW1	−5	+2	NA
ECCM	NA	+1	NA
Division Commander at Brigade/Regiment HQ using Command (optional)			
C Result	+5	−5	NA
L Result	+3	−3	NA
P Result	+1	−1	NA
Division Commander with combat unit using command (optional)			
C Result	+10	−10	NA
L Result	+6	−6	NA
P Result	+2	−2	NA
Subordinate Commanders (optional)	apply Command Rating as per Case 20.1		
Battalion Leadership (optional)	apply Command Rating as per Case 20.1		
Combat Support	NA	NA	apply result found in the Support Shift Results Table (8.7).

NA = Not applicable. **Def** = Effect on Defender. **Att** = Effect on Attacker.

7 [7.6] MODE COMBA

DEFENDER'S MODE	AM
DA	0
HA	+1
HD	−5
MD	−3
PD	−8
R/I	−3
TM	−2
RS	−3
TZ	+3
AM	+4
DZ	+1

= Column shifts to right (+) o

[11.27] FATIGUE COMBAT EFFECTS CHART

Fatigue Status	Attacker	Defender
F0	No effect	No effect
F1	−2	+1
F2	−5	+2
F3	−8	+3

= Shifts to right(+) or left(−).

COMBAT I

1. Determine the Initial C
The Initial Combat Diffe by subtracting the Defe defending unit from the A attacking unit.

2. Determine the Final Co
The Final Combat Differ by applying the effects of tions listed below. These in terms of shifts in the c the Basic Combat Result use of which is described cedure. The effects of thes bat resolution are describe ferential Effects Summa greater detail, in the Cases

(A) Surprise. **(B)** Terrain. **(D)** Mode. **(E)** Adjacency **(F)** Command Control. **(G)** Unprepared Attack. **(I)** Combat Support. **(J)** **(K)** Chemical Warfare (O **(L)** Electronic Warfare (C **(M)** Division Commander **(N)** Subordinate Comma **(O)** Neutron Warhead (O **(P)** Ammunition Depletio

Note: Players should rec shifts in Combat Differen

[7.6] MODE COMBAT SHIFT MATRIX

DEFENDER'S MODE	Attacker's Mode: AM	TM	DZ	TZ	RS	HD	MD	PD	R/I	HA	DA
DA	0	+2	0	−1	na	na	+4	−2	0	+7	+8
HA	+1	+3	+1	0	na	na	+5	−1	+1	+8	+9
HD	−5	−3	−5	−6	na	na	−1	−7	−5	+2	+3
MD	−3	−1	−3	−4	na	na	+1	−5	−3	+4	+5
PD	−8	−6	−8	−9	na	na	−4	−10	−8	−1	0
R/I	−3	−1	−3	−4	na	na	+1	−5	−3	+4	+5
TM	−2	0	−2	−3	na	na	+2	−4	−2	+5	+6
RS	−3	−1	−3	−4	na	na	+1	−5	−3	+4	+5
TZ	+3	+5	+3	+2	na	na	+7	+1	+3	+10	+11
AM	+4	+6	+4	+3	na	na	+8	+2	+4	+11	+12
DZ	+1	+3	+1	0	na	na	+5	−1	+1	+8	+9

= Column shifts to right (+) or to left (−). *na* = Not applicable.

[11.27] FATIGUE COMBAT EFFECTS CHART

Fatigue Status	Attacker	Defender
F0	No effect	No effect
F1	−2	+1
F2	−5	+2
F3	−8	+3

= Shifts to right(+) or left(−).

[12.4] FATIGUE TABLE

DIE	Mode Change or Movement: Unit in FO	Unit in F1-F3	Forced March, Level 1	Forced March, Level 2
1	–	1	1	2
2	–	1	1	2
3	1	1	2	3
4	1	1	2	3
5	1	2	2	3
6	2	2	3	3

[12.5] FATIGUE NET EFFECTS CHART

DEFENDER FATIGUE LEVEL	Attacker Fatigue Level: Nf	0	1	2	3
Nf	0	0	−2	−5	−8
0	0	0	−2	−5	−8
1	+1	+1	−1	−4	−7
2	+2	+2	0	−3	−6
3	+3	+3	+1	—2	—5

Results are shifts to right (+) and shifts to left (−).

COMBAT PROCEDURE OUTLINE

1. Determine the Initial Combat Differential
The Initial Combat Differential is determined by subtracting the Defense Strength of the defending unit from the Attack Strength of the attacking unit.

2. Determine the Final Combat Differential
The Final Combat Differential is determined by applying the effects of the applicable conditions listed below. These effects are expressed in terms of shifts in the column to be used on the Basic Combat Results Table (11.93), the use of which is described in step 3 of this Procedure. The effects of these conditions on combat resolution are described in the Combat Differential Effects Summary (11.95) and, in greater detail, in the Cases.

(A) Surprise. **(B)** Terrain. **(C)** T/O.
(D) Mode. **(E)** Adjacency.
(F) Command Control.
(G) Unprepared Attack. **(H)** Fatigue.
(I) Combat Support. **(J)** Weather.
(K) Chemical Warfare (Optional).
(L) Electronic Warfare (Optional).
(M) Division Commander (Optional).
(N) Subordinate Commanders (Optional).
(O) Neutron Warhead (Optional).
(P) Ammunition Depletion.

Note: Players should record the accumulated shifts in Combat Differential, as the effects of these conditions are applied, on the Combat Differential Track (see separate sheet).

3. Roll the Die and Consult the Basic Combat Results Table (11.93)
If the Final Combat Differential is between −4 and +6, inclusive, the Players consult the Basic Combat Results Table, rolling a die to determine which code letter and number will be used in step 4 of this Procedure. **Note:** If the Final Combat Differential is −5 or less, the attacking Player must check for the possibility of an Attack Abort (11.3); if no Attack Abort is then called for, resolve the combat using the −4 column on the Basic Combat Results Table. If the Final Combat Differential is +7 or greater, the attacking Player must check for the possibility of Overrun (11.4); if no Overrun result is called for, resolve the combat using the +6 column on the Basic Combat Results Table.

4. Roll the Die and Consult the Modified Combat Results Table (11.94)
The Players consult the Modified Combat Results Table, rolling a die to determine the final combat result. The result is applied immediately, to the defending unit first if both are affected.

SHIFT MATRIX

Attacker's Mode								
DZ	TZ	RS	HD	MD	PD	R/I	HA	DA
0	−1	na	na	+4	−2	0	+7	+8
+1	0	na	na	+5	−1	+1	+8	+9
−5	−6	na	na	−1	−7	−5	+2	+3
−3	−4	na	na	+1	−5	−3	+4	+5
−8	−9	na	na	−4	−10	−8	−1	0
−3	−4	na	na	+1	−5	−3	+4	+5
−2	−3	na	na	+2	−4	−2	+5	+6
−3	−4	na	na	+1	−5	−3	+4	+5
+3	+2	na	na	+7	+1	+3	+10	+11
+4	+3	na	na	+8	+2	+4	+11	+12
+1	0	na	na	+5	−1	+1	+8	+9

left (−). *na* = Not applicable.

2.4] FATIGUE TABLE

	Mode Change or Movement			
	Unit in FO	Unit in F1-F3	Forced March, Level 1	Forced March, Level 2
	–	1	1	2
	–	1	1	2
	1	1	2	3
	1	1	2	3
	1	2	2	3
	2	2	3	3

[12.5] FATIGUE NET EFFECTS CHART

DEFENDER FATIGUE LEVEL	Attacker Fatigue Level				
	Nf	0	1	2	3
Nf	0	0	−2	−5	−8
0	0	0	−2	−5	−8
1	+1	+1	−1	−4	−7
2	+2	+2	0	−3	−6
3	+3	+3	+1	—2	—5

Results are shifts to right (+) and shifts to left (−).

ROCEDURE OUTLINE

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k Strength of the

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the accumulated
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these conditions are applied, on the Combat Differential Track (see separate sheet).

3. Roll the Die and Consult the Basic Combat Results Table (11.93)
If the Final Combat Differential is between −4 and +6, inclusive, the Players consult the Basic Combat Results Table, rolling a die to determine which code letter and number will be used in step 4 of this Procedure. **Note:** If the Final Combat Differential is −5 or less, the attacking Player must check for the possibility of an Attack Abort (11.3); if no Attack Abort is then called for, resolve the combat using the −4 column on the Basic Combat Results Table. If the Final Combat Differential is +7 or greater, the attacking Player must check for the possibility of Overrun (11.4); if no Overrun result is called for, resolve the combat using the +6 column on the Basic Combat Results Table.

4. Roll the Die and Consult the Modified Combat Results Table (11.94)
The Players consult the Modified Combat Results Table, rolling a die to determine the final combat result. The result is applied immediately, to the defending unit first if both are affected.

[11.92] OVERRUN TABLE

	Final Combat Differential					
DIE	+7	+8	+9	+10	+11	+12 or more
1	O	O	O	O	O	O
2	–	O	O	O	O	O
3	–	–	O	O	O	O
4	–	–	–	O	O	O
5	–	–	–	–	O	O
6	–	–	–	–	–	O

O = Overrun. See Case 11.4. – = Combat must be resolved, using the +6 column of the Basic Combat Results Table.

[11.93] BASIC COMBAT RESULTS TABLE

	Final Combat Differential										
DIE	−4	−3	−2	−1	0	+1	+2	+3	+4	+5	+6
1	A3	A1	D2	D2	D3	D3	D4	D4	D4	D4	D4
2	A4	A1	D2	D2	D3	D3	D3	D4	D4	D4	D4
3	A4	A2	D1	D1	D2	D3	D3	D3	D4	D4	D4
4	A4	A3	D1	D1	D2	D2	D3	D3	D3	D4	D4
5	A4	A3	A1	D1	D1	D2	D2	D3	D3	D3	D4
6	A4	A4	A2	A1	D1	D1	D2	D2	D3	D3	D3

Each of the named results indicates a column of the Modified Combat Results Table. Whenever the Basic Combat Results Table is used, the Player must continue to the Modified Combat Results Table. The only purpose of the Basic Combat Results Table is to find the column of the Modified Combat Results Table to be used to resolve the combat.

[11.94] MODIFIED COMBAT RESULTS TABLE

	Basic Combat Result							
DIE	A4	A3	A2	A1	D1	D2	D3	D4
1	2/2	2/2	2/2	2/2	2/2	2/2	2/2	2/2
2	2/1	2/2	2/2	2/2	2/2	2/2	2/2	1/2
3	2/1	2/1	2/1	2/1	1/2	1/2	1/2	1/2
4	2/–	2/–	2/1	1/1	1/1	1/2	–/2	–/2
5	2/–	2/–	1/–	1/1	1/1	–/1	–/2	–/2
6	2/–	1/–	1/–	1/–	–/1	–/1	–/1	–/2

#/# = Attacker Effect/Defender Effect. The indicated number is the T/O Loss to the affected unit (see Case 11.5). HQ unit losses are doubled (see 11.7).

[17.3] ELECTRONIC WARFARE TABLE

	Electronic Warfare (EW) Value									
DIE	0	1	2	3	4	5	6	7	8	9
1	–	–	–	1	1	1	1	1	2	3
2	–	–	1	1	1	1	2	2	3	3
3	–	1	1	1	1	2	2	2	3	3
4	–	1	1	1	2	2	2	2	3	3
5	1	1	1	2	2	2	2	3	3	3
6	1	1	2	2	2	2	3	3	3	3

– = No effect. # = Electronic warfare result.

Effects of EW Results:

Result	Use of CSP's	Movement Allowance	Attack Shift	Defense Shift
1	Automatic	No effect	−5	+2
2	1...4	Halved	−6	+3
3	1,2	Halved*	−8*	+4*

*The unit is out of Command Control. These effects are for loss of Command Control, there is no *additional* effect of EW3. See 17.4 for optional ECCM.

Backfold screen along dotted line and set it up between Players, with two side wings curved to mask Controller's map.

NATO Division Commander Counter Section Nr. 1 (200 pieces): Front

Quantity of Sections of this identical type in game: 1. Total quantity of Sections (all types) in game: 6.

II 1/12/4/4 4-8	II 2/12/4/4 4-8	II 1/13/2/8 4-8	II 2/13/3/8 4-8	II 2/28/1/8 4-8	II 1/36/3/3 4-8	II 2/36/1/3 4-8	II 3/36/1/3 4-8	II 1/39/2/8 4-8	II 1/48/2/3 4-8
II 2/48/2/3 4-8	II 1/87/2/8 4-8	II 2/87/1/8 4-8	II 1/32/3/3 7-6	II 2/32/1/3 7-6	II 3/32/3/3 7-6	II 1/33/2/3 7-6	II 2/33/1/3 7-6	II 3/33/1/3 7-6	II 1/68/2/8 7-6
II 2/68/2/8 7-6	II 3/68/3/8 7-6	II 5/68/3/8 7-6	II 4/69/1/8 7-6	II 1/70/4/4 7-6	II 3/8/8 7-11	II 1/11 7-11	II 2/11 7-11	II 3/11 7-11	II 3/12/3 7-11
I 1/3/8/8 1-2	I 2/3/8/8 1-2	I 3/3/8/8 1-2	I 4/3/8/8 1-2	I 1/1/11 1-2	I 2/1/11 1-2	I 3/1/11 1-2	I 4/1/11 1-2	I 1/2/11 1-2	I 2/2/11 1-2
I 3/2/11 1-2	I 4/2/11 1-2	I 1/3/11 1-2	I 2/3/11 1-2	I 3/3/11 1-2	I 4/3/11 1-2	I 1/3/12/3 1-2	I 2/3/12/3 1-2	I 3/3/12/3 1-2	I 4/3/12/3 1-2
I 1/10/4/4 1-2	XX HQ 3 Main Deplyd	XX HQ 3 Arty Deplyd	XX HQ 3 Tac Deplyd	XX HQ 3 Discom Deplyd	XX HQ 8 Main Deplyd	XX HQ 8 Arty Deplyd	XX HQ 8 Tac Deplyd	XX HQ 8 Discom Deplyd	III HQ 11 ACav Deplyd
X HQ 1/3 Deplyd	X HQ 2/3 Deplyd	X HQ 3/3 Deplyd	X HQ 1/8 Deplyd	MAJ GEN York	MAJ GEN Zeller	BRIG GEN Adams	BRIG GEN Berry	COL Cooper	COL Davis
X HQ 2/8 Deplyd	X HQ 3/8 Deplyd	X HQ 4/4 Deplyd	COL Eaker	COL Falco	COL Green	COL Harper	BRIG GEN Irwin	BRIG GEN Jackson	COL Kelly
COL Larson	COL Munch	COL Nelson	A►	◄A	B►	◄B	C►	◄C	D►
COL Olson	COL Peters	◄D	E►	◄E	F►	◄F	G►	◄G	H►

U.S.

II 1/12/4/4 4-8	II 2/12/4/4 4-8	II 1/13/2/8 4-8	II 2/13/3/8 4-8	II 2/28/1/8 4-8	II 1/36/3/3 4-8	II 2/36/1/3 4-8	II 3/36/1/3 4-8	II 1/39/2/8 4-8	II 1/48/2/3 4-8
II 2/48/2/3 4-8	II 1/87/2/8 4-8	II 2/87/1/8 4-8	II 1/32/3/3 7-6	II 2/32/1/3 7-6	II 3/32/3/3 7-6	II 1/33/2/3 7-6	II 2/33/1/3 7-6	II 3/33/1/3 7-6	II 1/68/2/8 7-6
II 2/68/2/8 7-6	II 3/68/3/8 7-6	II 5/68/3/8 7-6	II 4/69/1/8 7-6	II 1/70/4/4 7-6	II 3/8/8 7-11	II 1/11 7-11	II 2/11 7-11	II 3/11 7-11	II 3/12/3 7-11
I 1/3/8/8 1-2	I 2/3/8/8 1-2	I 3/3/8/8 1-2	I 4/3/8/8 1-2	I 1/1/11 1-2	I 2/1/11 1-2	I 3/1/11 1-2	I 4/1/11 1-2	I 1/2/11 1-2	I 2/2/11 1-2
I 3/2/11 1-2	I 4/2/11 1-2	I 1/3/11 1-2	I 2/3/11 1-2	I 3/3/11 1-2	I 4/3/11 1-2	I 1/3/12/3 1-2	I 2/3/12/3 1-2	I 3/3/12/3 1-2	I 4/3/12/3 1-2
I 1/10/4/4 1-2	XX HQ 3 Main Deplyd	XX HQ 3 Arty Deplyd	XX HQ 3 Tac Deplyd	XX HQ 3 Discom Deplyd	XX HQ 8 Main Deplyd	XX HQ 8 Arty Deplyd	XX HQ 8 Tac Deplyd	XX HQ 8 Discom Deplyd	III HQ 11 ACav Deplyd
X HQ 1/3 Deplyd	X HQ 2/3 Deplyd	X HQ 3/3 Deplyd	X HQ 1/8 Deplyd	MAJ GEN York	MAJ GEN Zeller	BRIG GEN Adams	BRIG GEN Berry	COL Cooper	COL Davis
X HQ 2/8 Deplyd	X HQ 3/8 Deplyd	X HQ 4/4 Deplyd	COL Eaker	COL Falco	COL Green	COL Harper	BRIG GEN Irwin	BRIG GEN Jackson	COL Kelly
COL Larson	COL Munch	COL Nelson	◄H	I►	◄I	J►	◄J	K►	◄K
COL Olson	COL Peters	L►	◄L	M►	◄M	N►	◄N	O►	◄O

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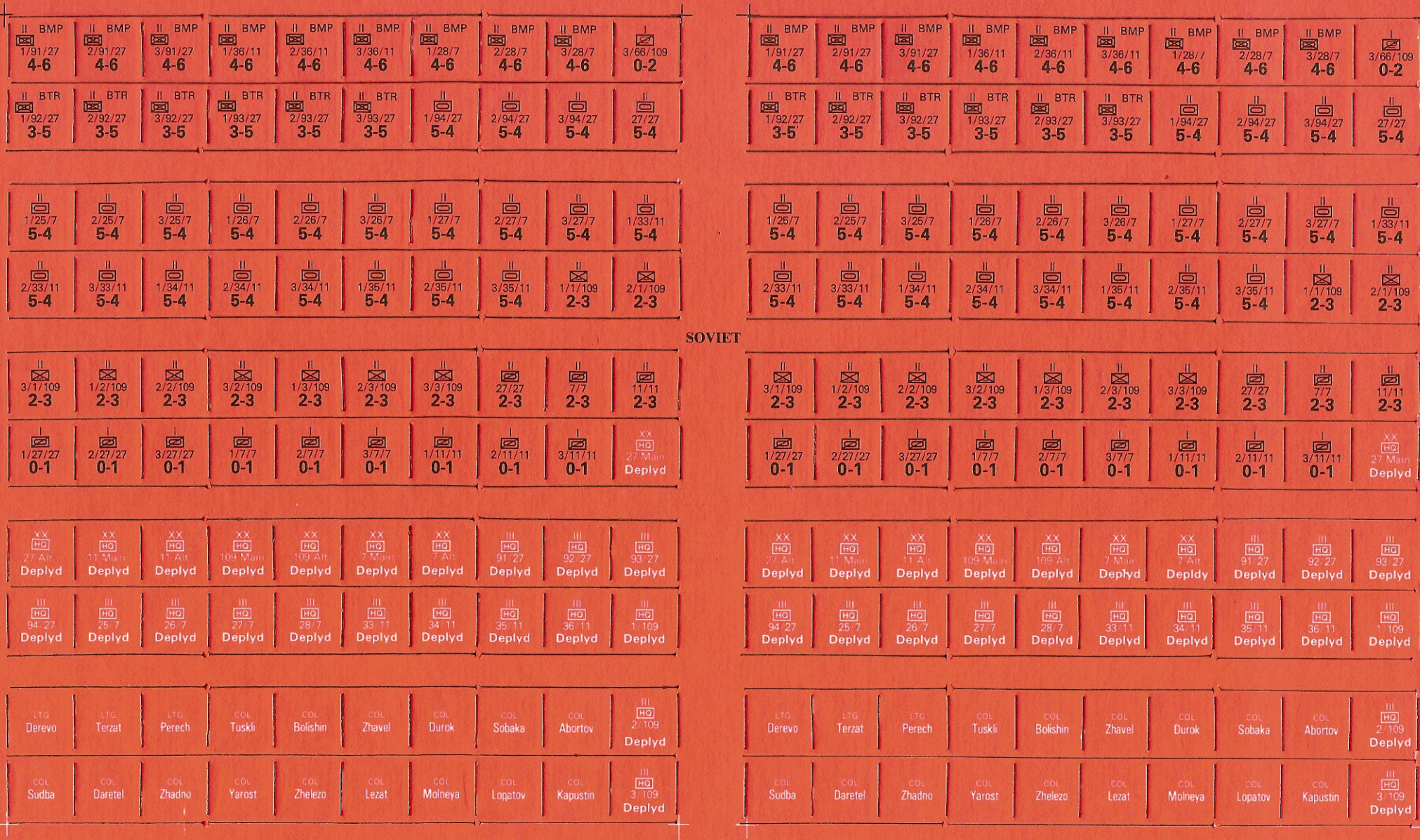
NATO Division Commander Counter Section Nr. 2 (200 pieces): Front

Quantity of Sections of this identical type in game: 1. Total quantity of Sections (all types) in game: 6.



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NATO Division Commander Counter Section Nr. 3 (200 pieces): Front

Quantity of Sections of this identical type in game: 1. Total quantity of Sections (all types) in game: 6.

P►	◄P	Q►	◄Q	R►	◄R	Active	Active	Active	Active
Active	Active	Active	Active	Active	Active	Active	Active	Active	Active

U.S. MARKERS

Active	Active	Active	Active	COL Radchik	COL Suksyn	COL Indkov			
				+5 +3 HA 3 6	+5 +3 HA 3 6	+5 +3 HA 3 6	+5 +3 HA 3 6	+5 +3 HA 3 6	+5 +3 HA 3 6
+5 +3 HA 3 6	+5 +3 HA 3 6	+5 +3 HA 3 6	+5 +3 HA 3 6	+5 +3 HA 3 6	+5 +3 HA 3 6	+5 +3 HA 3 6	NA −3 HD 4 0	NA −3 HD 4 0	NA −3 HD 4 0

f0	f0	f0	f0	f0	f0	f0	f0	f0	f0
f2	f2	f2	f2	f2	f2	f2	f2	f2	f2
f2	f2	f2	f2	f2	f2	f2	f2	f2	f2
f2	f2	f2	f2	f2	f2	f2	f2	f2	f2

NEUTRAL MARKERS

×1	×1	×1	×1	×1	×1	×1	×1	×1	×1
×1	×1	×1	×1	×1	×1	×1	×1	×1	×1
×1	×1	×1	×1	×1	×1	×1	×1	×1	×1
×1	×1	×1	×1	×1	×1	×1	×1	×1	×1
×1	×1	×1	×1	×1	×1	×1	×1	×1	×1
×1	×1	×1	×1	×1	×1	×1	×1	×1	×1

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NATO Division Commander Counter Section Nr. 4 (200 pieces): Front

Quantity of Sections of this identical type in game: 1. Total quantity of Sections (all types) in game: 6.

NA −3 HD 4 0	NA −3 HD 4 0	NA −3 HD 4 0	NA −3 HD 4 0	NA −3 HD 4 0	NA −3 HD 4 0	NA −3 HD 4 0	NA −3 HD 4 0	NA −3 HD 4 0	NA −3 HD 4 0
−2 +3 DZ 4 40	−2 +3 DZ 4 40	−2 +3 DZ 4 40	−2 +3 DZ 4 40	−2 +3 DZ 4 40	−2 +3 DZ 4 40	−2 +3 DZ 4 40	−2 +3 DZ 4 40	−2 +3 DZ 4 40	−2 +3 DZ 4 40
−2 +3 DZ 4 40	−2 +3 DZ 4 40	−2 +3 DZ 4 40	0 0 TM 2 20	0 0 TM 2 20	0 0 TM 2 20	0 0 TM 2 20	0 0 TM 2 20	0 0 TM 2 20	0 0 TM 2 20
0 0 TM 2 20	0 0 TM 2 20	0 0 TM 2 20	0 0 TM 2 20	0 0 TM 2 20	0 0 TM 2 20	0 0 TM 2 20	0 0 TM 2 20	−2 −1 R/I 3 7	−2 −1 R/I 3 7

×1	×1	×1	×1	×1	×1	×1	×1	×1	×1
×1	×1	×1	×1	×1	×1	×1	×1	×1	×1
×1	×1	×1	×1	×1	×1	×1	×1	×1	×1
×1	×1	×1	×1	×1	×1	×1	×1	×1	×1

NEUTRAL MARKERS

−2 −1 R/I 3 7	−2 −1 R/I 3 7	−2 −1 R/I 3 7	−2 −1 R/I 3 7	−2 −1 R/I 3 7	−2 −1 R/I 3 7	−2 −1 R/I 3 7	−2 −1 R/I 3 7	−2 −1 R/I 3 7	−2 −1 R/I 3 7
−2 −1 R/I 3 7	U.S. Combat	Soviet Combat	U.S. Move	Soviet Move	U.S. Oper Intel	Soviet Oper Intel	U.S. Sect Coverage	Soviet Sect Coverage	Nuclear Warhead

×1	×1	×1	×1	×1	×1	×1	×1	×1	×1
×1	×1	×1	×1	×1	×1	×1	×1	×1	×1

+2 −1 MD 4 10	+2 −1 MD 4 10	+2 −1 MD 4 10	+2 −1 MD 4 10	+2 −1 MD 4 10	+2 −1 MD 4 10	+2 −1 MD 4 10	+2 −1 MD 4 10	+2 −1 MD 4 10	+2 −1 MD 4 10
+5 +3 HA 3 6	+6 +2 DA 3 10	NA −3 HD 4 0	NA −6 PD 4 0	−2 +3 DZ 4 40	−3 +5 TZ 4 30	−2 −1 R/I 3 7	NA −1 RS 4 0	+2 −1 MD 4 10	+2 −1 MD 4 10

½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd
½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd

f0	f0	f0	f0	f0	f0	f0	f0	f0	f0
f0	f0	f0	f0	f0	f0	f0	f0	f0	f0

½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd	½ Engagd
0	0	0	0	0	0	0	0	0	0

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NATO Division Commander Counter Section Nr. 5 (200 pieces): Front

Quantity of Sections of this identical type in game: 1. Total quantity of Sections (all types) in game: 6.

0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0

Forced March 1	Forced March 1	Forced March 1	Forced March 1	Forced March 1	Forced March 1	Forced March 1	Forced March 1	Forced March 1	Forced March 1
Forced March 1	Forced March 1	Forced March 1	Forced March 1	Forced March 1	Forced March 1	Forced March 1	Forced March 1	Forced March 1	Forced March 1

2	2	2	2	2	2	2	2	2	2
2	2	2	2	2	2	2	2	2	2

Forced March 2	Forced March 2	Forced March 2	Forced March 2	Forced March 2	Forced March 2	Forced March 2	Forced March 2	Forced March 2	Forced March 2
Forced March 2	Forced March 2	Forced March 2	Forced March 2	Forced March 2	Forced March 2	Forced March 2	Forced March 2	Forced March 2	Forced March 2

NEUTRAL MARKERS

2	2	2	2	2	2	2	2	2	2
2	2	2	2	2	2	2	2	2	2

Ammo Points 100	Ammo Points 100	Ammo Points 100	Ammo Points 100	Ammo Points 100	Ammo Points 100	Ammo Points 100	Ammo Points 100	Ammo Points 100	Ammo Points 100
Ammo Points 100	Ammo Points 100	Ammo Points 100	Ammo Points 100	Ammo Points 100	Ammo Points 100	Ammo Points 100	Ammo Points 100	Ammo Points 100	Ammo Points 100

4	4	4	4	4	4	4	4	4	4
4	4	4	4	4	4	4	4	4	4

Ammo Points 10	Ammo Points 10	Ammo Points 10	Ammo Points 10	Ammo Points 10	Ammo Points 10	Ammo Points 10	Ammo Points 10	Ammo Points 10	Ammo Points 10
Ammo Points 10	Ammo Points 10	Ammo Points 10	Ammo Points 10	Ammo Points 10	Ammo Points 10	Ammo Points 10	Ammo Points 10	Ammo Points 10	Ammo Points 10

4	4	4	4	4	4	4	4	4	4
4	4	4	4	4	4	4	4	4	4

Ammo Points 1	Ammo Points 1	Ammo Points 1	Ammo Points 1	Ammo Points 1	Ammo Points 1	Ammo Points 1	Ammo Points 1	Ammo Points 1	Ammo Points 1
Ammo Points 1	Ammo Points 1	Ammo Points 1	Ammo Points 1	Ammo Points 1	Ammo Points 1	Ammo Points 1	Ammo Points 1	Ammo Points 1	Ammo Points 1

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NATO Division Commander Counter Section Nr. 6 (200 pieces): Front

Quantity of Sections of this identical type in game: 1. Total quantity of Sections (all types) in game: 6.

Intel 1	Intel 1	Intel 1	Intel 1	Intel 1	Intel 1	Intel 1	Intel 1	Intel 1	Intel 1
Intel 1	Intel 1	Intel 1	Intel 1	Intel 1	Intel 1	Intel 1	Intel 1	Intel 1	Intel 1

Interdict	Interdict	Interdict	Interdict	Interdict	Interdict	Interdict	Interdict	Interdict	Interdict
Interdict	Interdict	Interdict	Interdict	Interdict	Interdict	Interdict	Interdict	Interdict	Interdict

NEUTRAL MARKERS

Intel 3	Intel 3	Intel 3	Intel 3	Intel 3	Intel 3	Intel 3	Intel 3	Intel 3	Intel 3
Intel 3	Intel 3	Intel 3	Intel 3	Intel 3	Intel 3	Intel 3	Intel 3	Intel 3	Intel 3

Persistant Gas	Persistant Gas	Persistant Gas	Persistant Gas	Persistant Gas	Persistant Gas	Persistant Gas	Persistant Gas	Persistant Gas	Persistant Gas
(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)

+1	+1	+1	+1	+1	+1	+1	+1	+1	+1
+1	+1	+1	+1	+1	+1	+1	+1	+1	+1

(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)

NEUTRAL MARKERS

+2	+2	+2	+2	+2	+2	+2	+2	+2	+2
+2	+2	+2	+2	+2	+2	+2	+2	+2	+2

(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)

+3	+3	+3	+3	+3	+3	+3	+3	+3	+3
+3	+3	+3	+3	+3	+3	+3	+3	+3	+3

(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)

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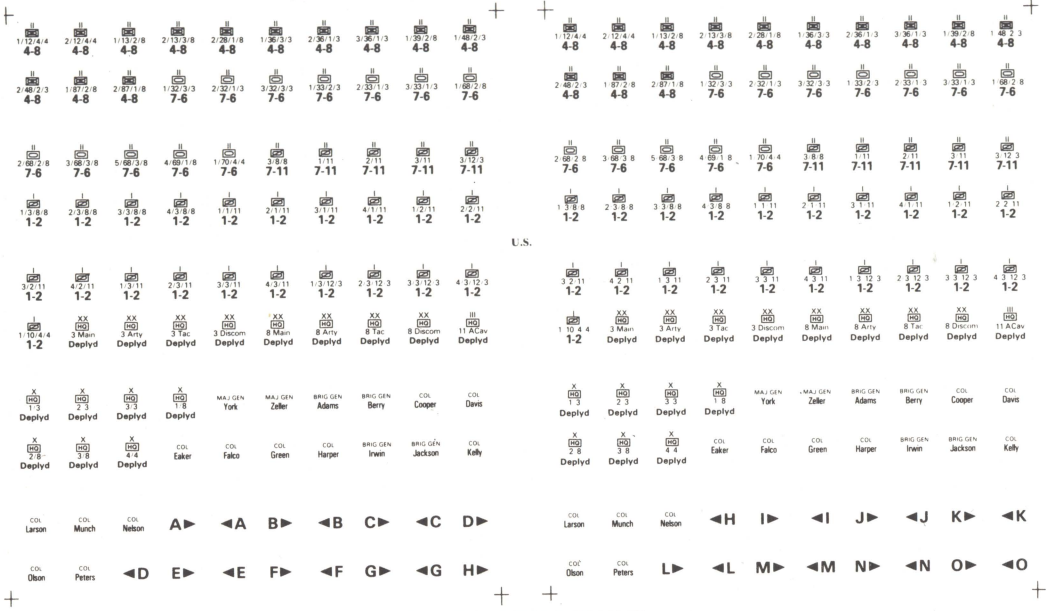
The counter images for this game have been provided here to aid players in reproducing damaged or lost counters.

NATO Division Commander Counter Section Nr. 1 (200 pieces): Front

Quantity of Sections of this identical type in game: 1. Total quantity of Sections (all types) in game: 6.



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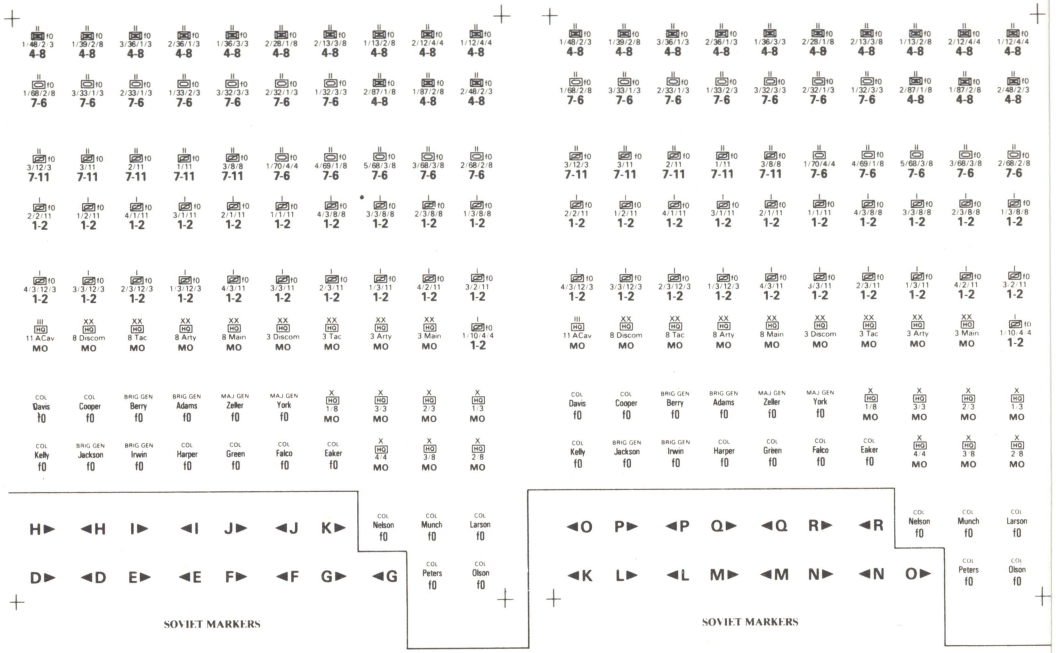
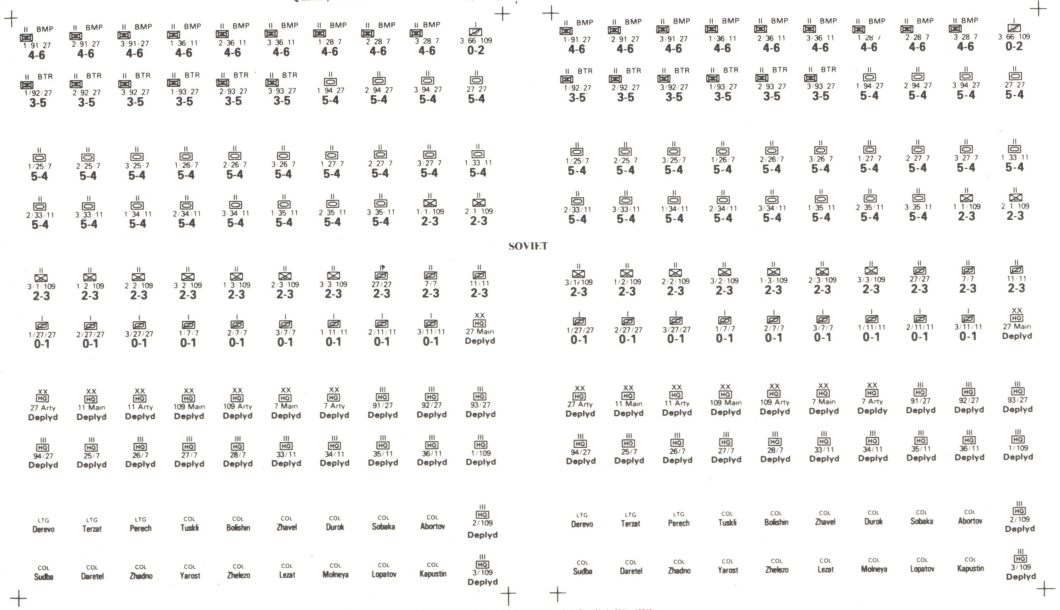
NATO Division Commander Counter Section Nr. 1 (200 pieces): Back



NATO Division Commander Counter Section Nr. 2 (200 pieces): Front

Quantity of Sections of this identical type in game: 1. Total quantity of Sections (all types) in game: 6.



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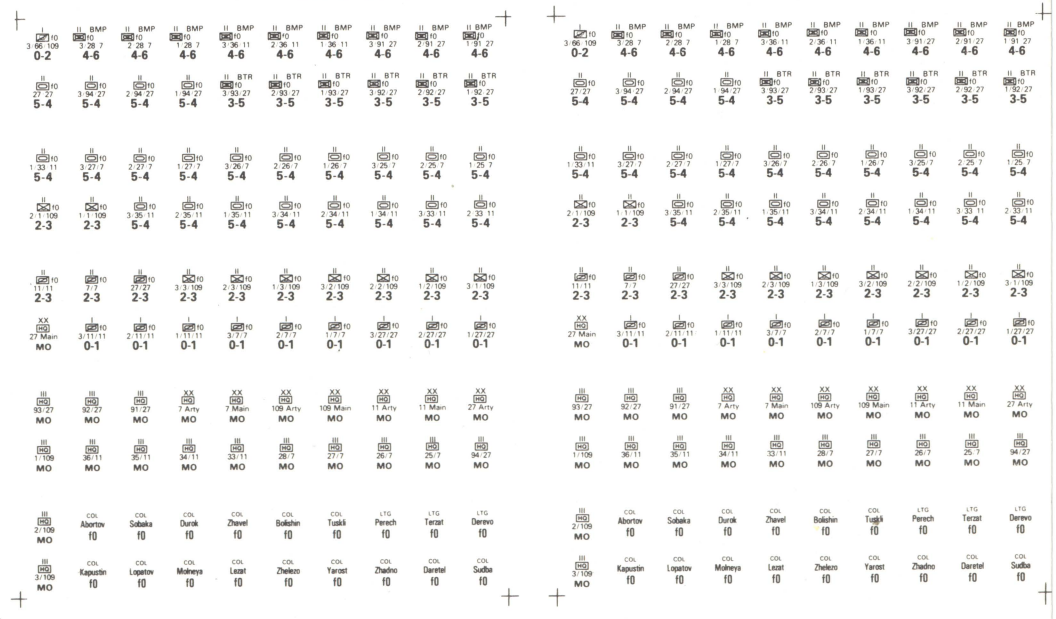
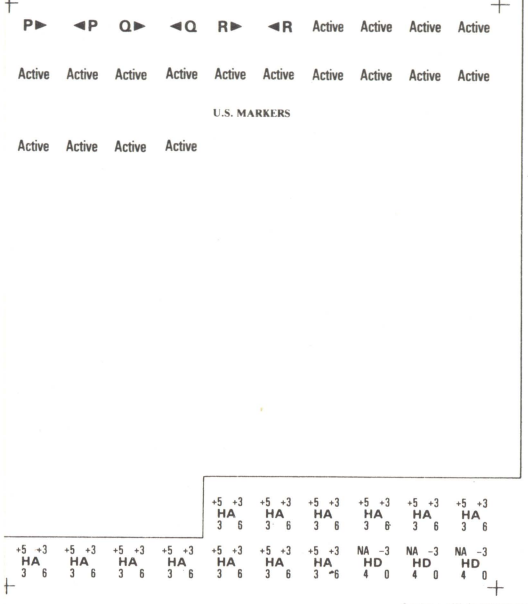
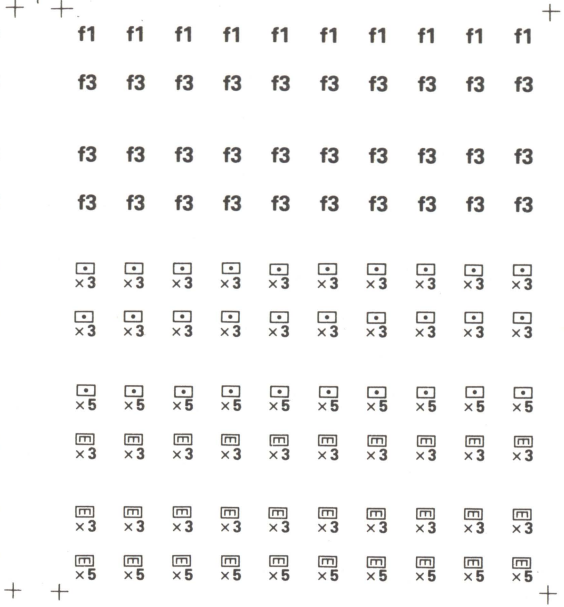
NATO Division Commander Counter Section Nr. 2 (200 pieces): Back



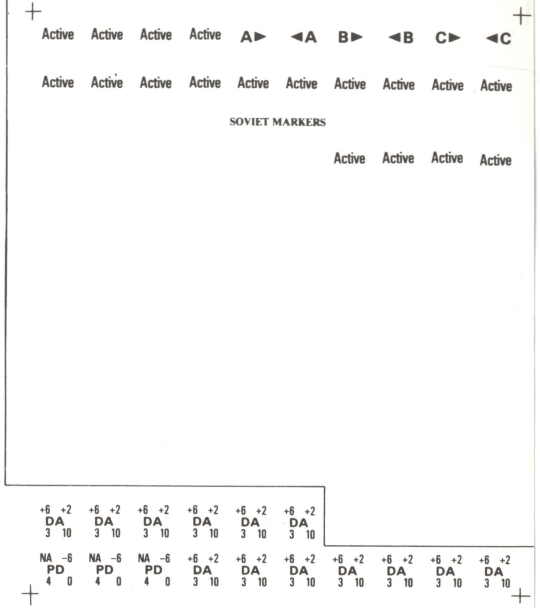
NATO Division Commander Counter Section Nr. 3 (200 pieces): Front

Quantity of Sections of this identical type in game: 1. Total quantity of Sections (all types) in game: 6.


P► ◄P Q► ◄Q R► ◄R Active Active Active Active
Active Active Active Active Active Active Active Active Active Active
U.S. MARKERS
Active Active Active Active



NATO Division Commander Counter Section Nr. 3 (200 pieces): Back


Active Active Active Active A► ◄A B► ◄B C► ◄C
Active Active Active Active Active Active Active Active Active Active
SOVIET MARKERS
Active Active Active Active

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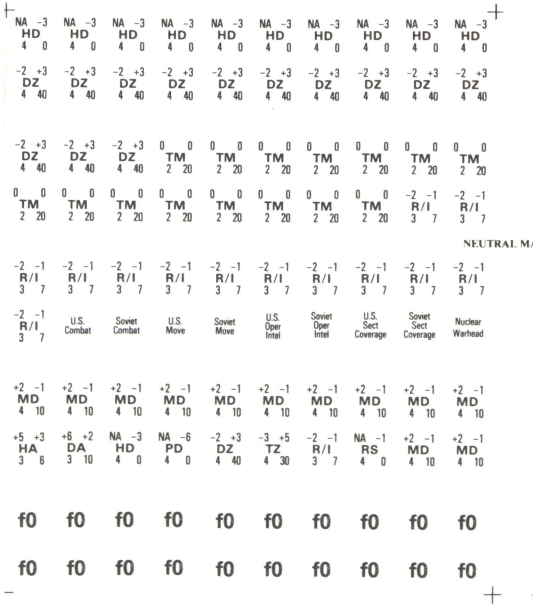
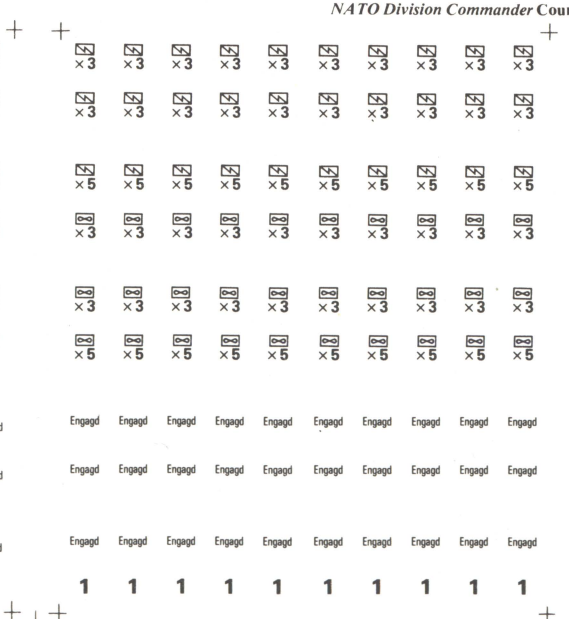
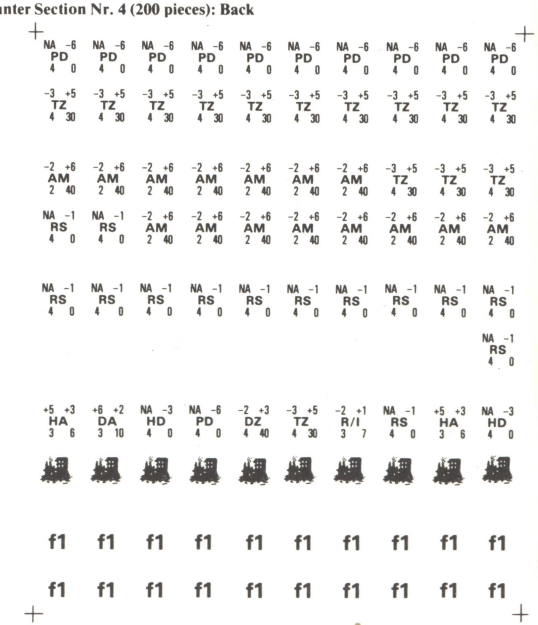
NATO Division Commander Counter Section Nr. 4 (200 pieces): Front

Quantity of Sections of this identical type in game: 1. Total quantity of Sections (all types) in game: 6.





NATO Division Commander Counter Section Nr. 4 (200 pieces): Back



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NATO Division Commander Counter Section Nr. 5 (200 pieces): Front

Quantity of Sections of this identical type in game: 1. Total quantity of Sections (all types) in game: 6.

0 0 0 0 0 0 0 0 0 0

0 0 0 0 0 0 0 0 0 0

2 2 2 2 2 2 2 2 2 2

2 2 2 2 2 2 2 2 2 2

NEUTRAL MARKERS

2 2 2 2 2 2 2 2 2 2

2 2 2 2 2 2 2 2 2 2

4 4 4 4 4 4 4 4 4 4

4 4 4 4 4 4 4 4 4 4

4 4 4 4 4 4 4 4 4 4

4 4 4 4 4 4 4 4 4 4

Forced March 1 | Forced March 1 | Forced March 1 | Forced March 1 | Forced March 1 | Forced March 1 | Forced March 1 | Forced March 1 | Forced March 1 | Forced March 1

Forced March 1 | Forced March 1 | Forced March 1 | Forced March 1 | Forced March 1 | Forced March 1 | Forced March 1 | Forced March 1 | Forced March 1 | Forced March 1

Forced March 2 | Forced March 2 | Forced March 2 | Forced March 2 | Forced March 2 | Forced March 2 | Forced March 2 | Forced March 2 | Forced March 2 | Forced March 2

Forced March 2 | Forced March 2 | Forced March 2 | Forced March 2 | Forced March 2 | Forced March 2 | Forced March 2 | Forced March 2 | Forced March 2 | Forced March 2

Ammo Points 100 | Ammo Points 100 | Ammo Points 100 | Ammo Points 100 | Ammo Points 100 | Ammo Points 100 | Ammo Points 100 | Ammo Points 100 | Ammo Points 100 | Ammo Points 100

Ammo Points 100 | Ammo Points 100 | Ammo Points 100 | Ammo Points 100 | Ammo Points 100 | Ammo Points 100 | Ammo Points 100 | Ammo Points 100 | Ammo Points 100 | Ammo Points 100

Ammo Points 10 | Ammo Points 10 | Ammo Points 10 | Ammo Points 10 | Ammo Points 10 | Ammo Points 10 | Ammo Points 10 | Ammo Points 10 | Ammo Points 10 | Ammo Points 10

Ammo Points 10 | Ammo Points 10 | Ammo Points 10 | Ammo Points 10 | Ammo Points 10 | Ammo Points 10 | Ammo Points 10 | Ammo Points 10 | Ammo Points 10 | Ammo Points 10

Ammo Points 1 | Ammo Points 1 | Ammo Points 1 | Ammo Points 1 | Ammo Points 1 | Ammo Points 1 | Ammo Points 1 | Ammo Points 1 | Ammo Points 1 | Ammo Points 1

Ammo Points 1 | Ammo Points 1 | Ammo Points 1 | Ammo Points 1 | Ammo Points 1 | Ammo Points 1 | Ammo Points 1 | Ammo Points 1 | Ammo Points 1 | Ammo Points 1

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NATO Division Commander Counter Section Nr. 5 (200 pieces): Back

Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC

Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC

Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC | Out of CC

1 1 1 1 1 1 1 1 1 1

1 1 1 1 1 1 1 1 1 1

3 3 3 3 3 3 3 3 3 3

3 3 3 3 3 3 3 3 3 3

3 3 3 3 3 3 3 3 3 3

3 3 3 3 3 3 3 3 3 3

5 5 5 5 5 5 5 5 5 5

5 5 5 5 5 5 5 5 5 5

5 5 5 5 5 5 5 5 5 5

5 5 5 5 5 5 5 5 5 5

NATO Division Commander Counter Section Nr. 6 (200 pieces): Front

Quantity of Sections of this identical type in game: 1. Total quantity of Sections (all types) in game: 6.

Intel 1 | Intel 1 | Intel 1 | Intel 1 | Intel 1 | Intel 1 | Intel 1 | Intel 1 | Intel 1 | Intel 1

Intel 1 | Intel 1 | Intel 1 | Intel 1 | Intel 1 | Intel 1 | Intel 1 | Intel 1 | Intel 1 | Intel 1

NEUTRAL MARKERS

Intel 3 | Intel 3 | Intel 3 | Intel 3 | Intel 3 | Intel 3 | Intel 3 | Intel 3 | Intel 3 | Intel 3

Intel 3 | Intel 3 | Intel 3 | Intel 3 | Intel 3 | Intel 3 | Intel 3 | Intel 3 | Intel 3 | Intel 3

+1 +1 +1 +1 +1 +1 +1 +1 +1 +1

+1 +1 +1 +1 +1 +1 +1 +1 +1 +1

+2 +2 +2 +2 +2 +2 +2 +2 +2 +2

+2 +2 +2 +2 +2 +2 +2 +2 +2 +2

+3 +3 +3 +3 +3 +3 +3 +3 +3 +3

+3 +3 +3 +3 +3 +3 +3 +3 +3 +3

∞ Interdict | ∞ Interdict | ∞ Interdict | ∞ Interdict | ∞ Interdict | ∞ Interdict | ∞ Interdict | ∞ Interdict | ∞ Interdict | ∞ Interdict

∞ Interdict | ∞ Interdict | ∞ Interdict | ∞ Interdict | ∞ Interdict | ∞ Interdict | ∞ Interdict | ∞ Interdict | ∞ Interdict | ∞ Interdict

Persistant Gas | Persistant Gas | Persistant Gas | Persistant Gas | Persistant Gas | Persistant Gas | Persistant Gas | Persistant Gas | Persistant Gas | Persista Gas

(1) (1) (1) (1) (1) (1) (1) (1) (1) (1)

(1) (1) (1) (1) (1) (1) (1) (1) (1) (1)

(3) (3) (3) (3) (3) (3) (3) (3) (3) (3)

(3) (3) (3) (3) (3) (3) (3) (3) (3) (3)

(3) (3) (3) (3) (3) (3) (3) (3) (3) (3)

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NATO Division Commander Counter Section Nr. 6 (200 pieces): Back

Ammo Depl | Ammo Depl | Ammo Depl | Ammo Depl | Ammo Depl | Ammo Depl | Ammo Depl | Ammo Depl | Ammo Depl | Ammo Depl

(2) (2) (2) (2) (2) (2) (2) (2) (2) (2)

(2) (2) (2) (2) (2) (2) (2) (2) (2) (2)

(4) (4) (4) (4) (4) (4) (4) (4) (4) (4)

(4) (4) (4) (4) (4) (4) (4) (4) (4) (4)

(4) (4) (4) (4) (4) (4) (4) (4) (4) (4)

Intel 2 | Intel 2 | Intel 2 | Intel 2 | Intel 2 | Intel 2 | Intel 2 | Intel 2 | Intel 2 | Intel 2

Intel 2 | Intel 2 | Intel 2 | Intel 2 | Intel 2 | Intel 2 | Intel 2 | Intel 2 | Intel 2 | Intel 2

Intel 4 | Intel 4 | Intel 4 | Intel 4 | Intel 4 | Intel 4 | Intel 4 | Intel 4 | Intel 4 | Intel 4

Intel 4 | Intel 4 | Intel 4 | Intel 4 | Intel 4 | Intel 4 | Intel 4 | Intel 4 | Intel 4 | Intel 4

−1 −1 −1 −1 −1 −1 −1 −1 −1 −1

−1 −1 −1 −1 −1 −1 −1 −1 −1 −1

−2 −2 −2 −2 −2 −2 −2 −2 −2 −2

−2 −2 −2 −2 −2 −2 −2 −2 −2 −2

−3 −3 −3 −3 −3 −3 −3 −3 −3 −3

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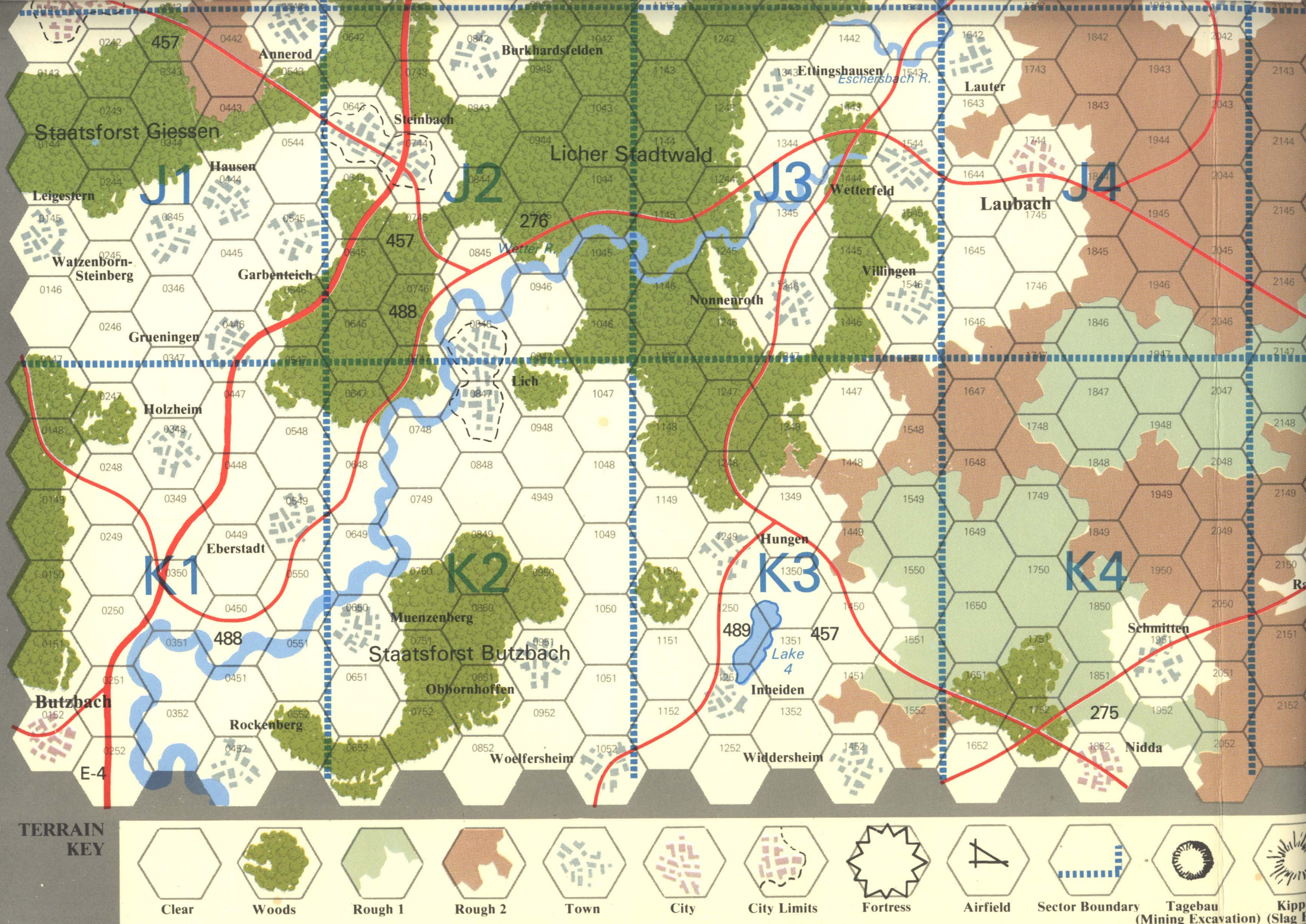
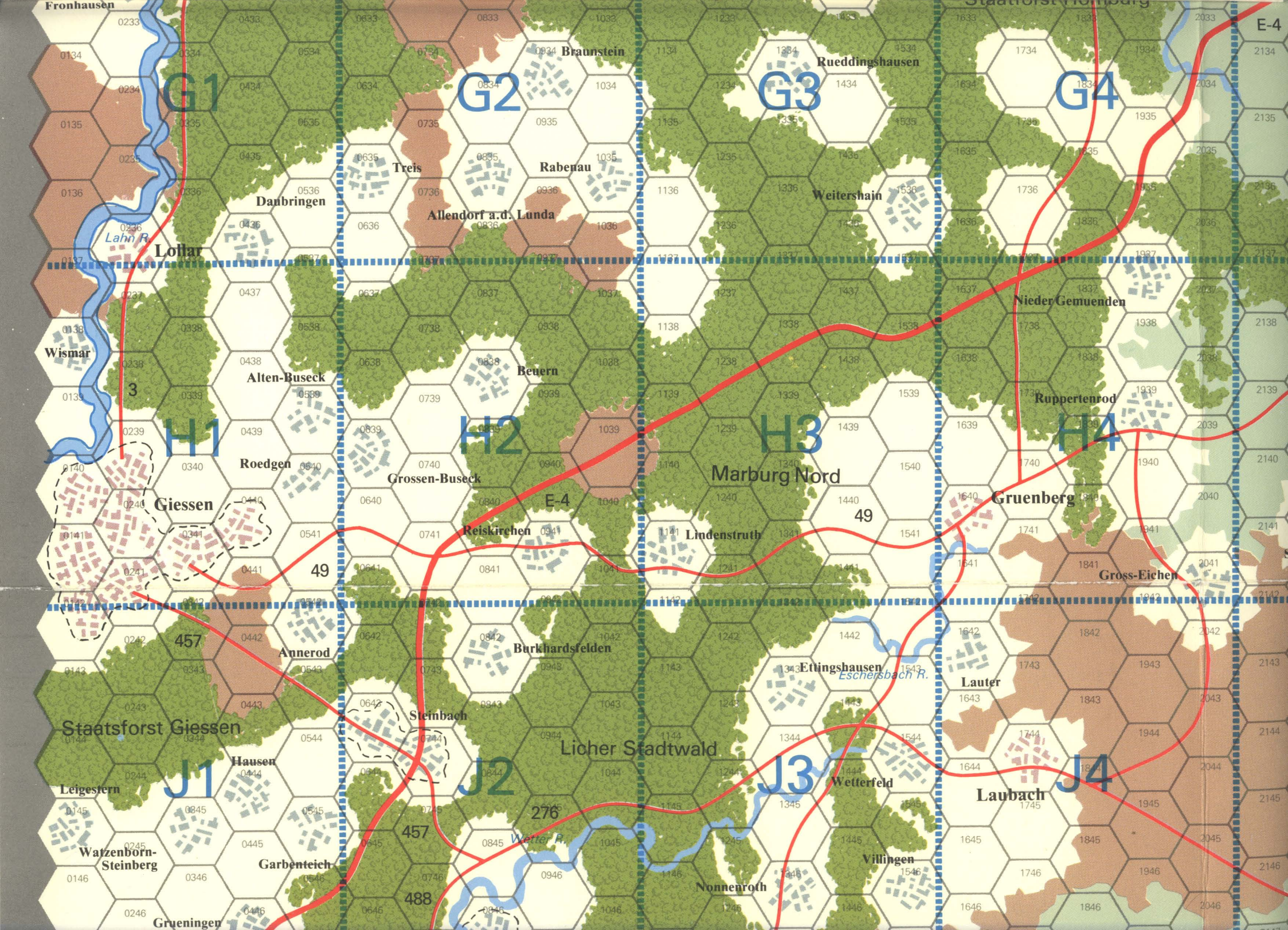
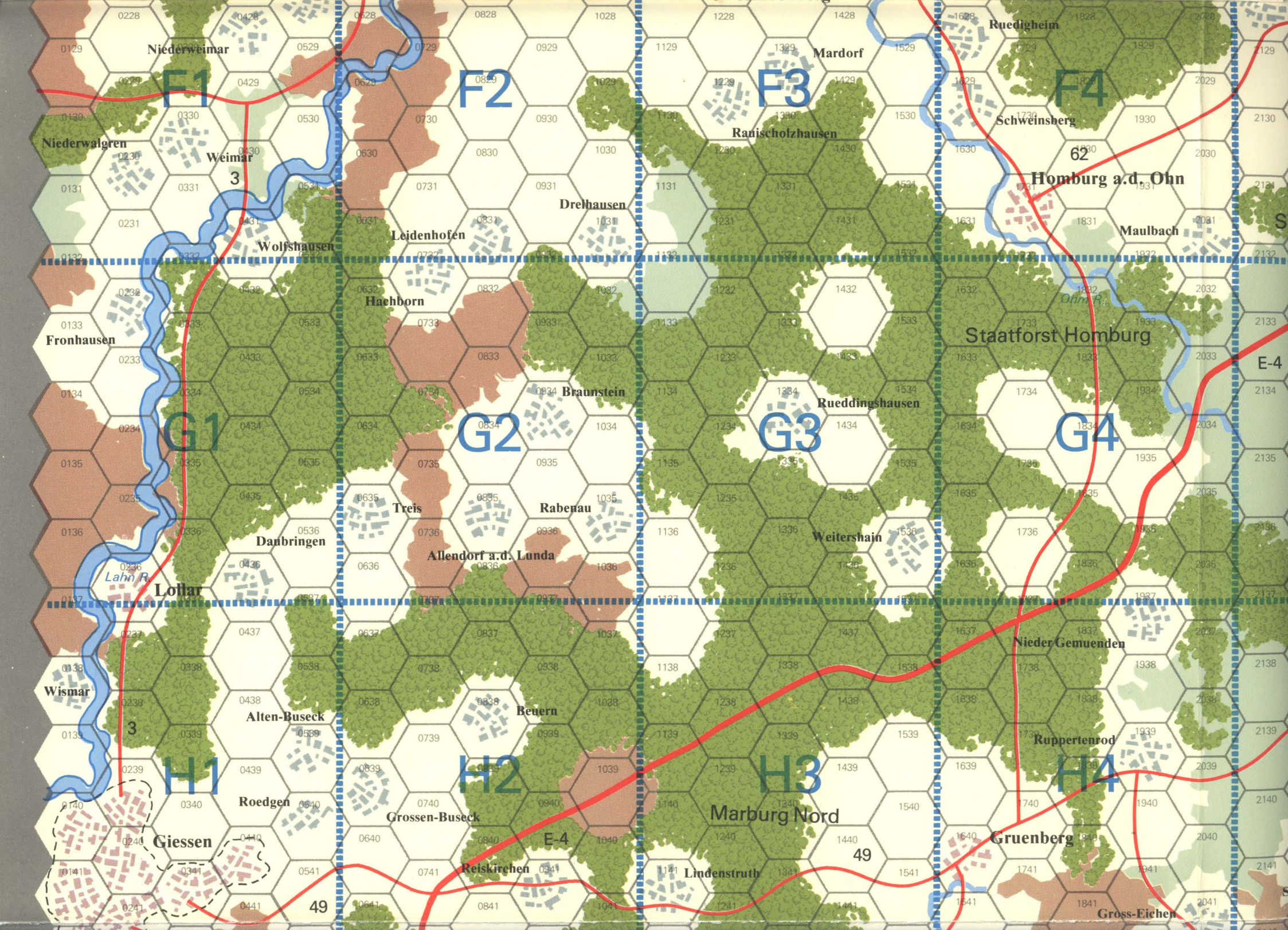


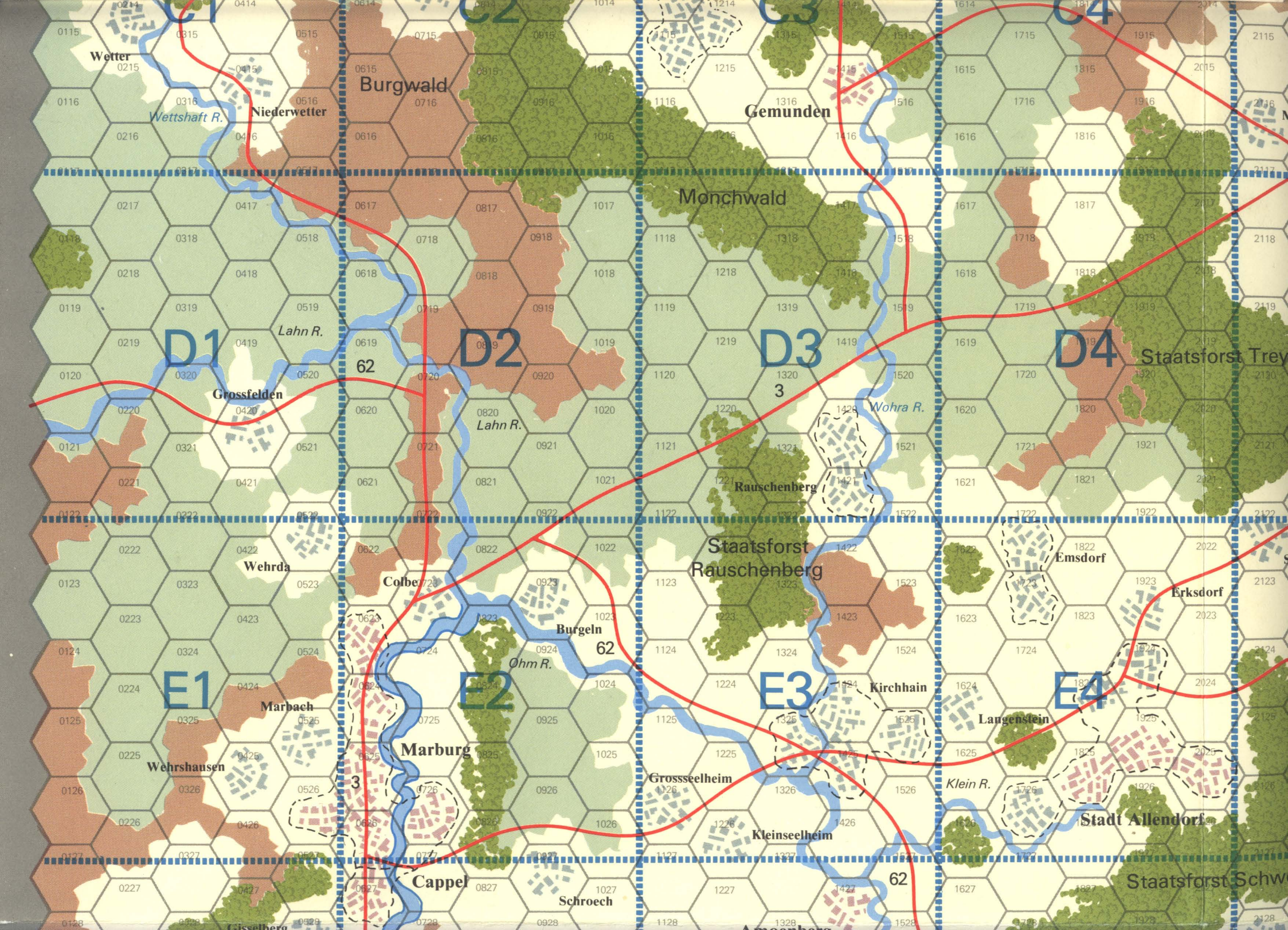
TERRAIN KEY

Clear | Woods | Rough 1 | Rough 2 | Town | City | City Limits | Fortress | Airfield | Sector Boundary | Tagebau (Mining Excavation) | Kipp (Slag


G1
G2
G3
G4
H1
H2
H3
H4
J1
J2
J3
J4
Fronhausen
Braunstein
Rueddingshausen
Treis
Rabenau
Daubringen
Allendorf a.d. Lunda
Weitershain
Lahn R.
Lollar
Nieder Gemuenden
Wismar
Alten-Buseck
Beuern
Ruppertenrod
Roedgen
Grossen-Buseck
Marburg Nord
Giessen
E-4
Gruenberg
Reiskirchen
Lindenstruth
49
Gross-Eichen
457
Annerod
Burkhardsfelden
Ettingshausen
Eschersbach R.
Lauter
Staatsforst Giessen
Steinbach
Licher Stadtwald
Hausen
Leigestern
Wetterfeld
Laubach
276
Wetter R.
Watzenborn-Steinberg
Garbenteich
Villingen
Nonnenroth
488
Grueningen

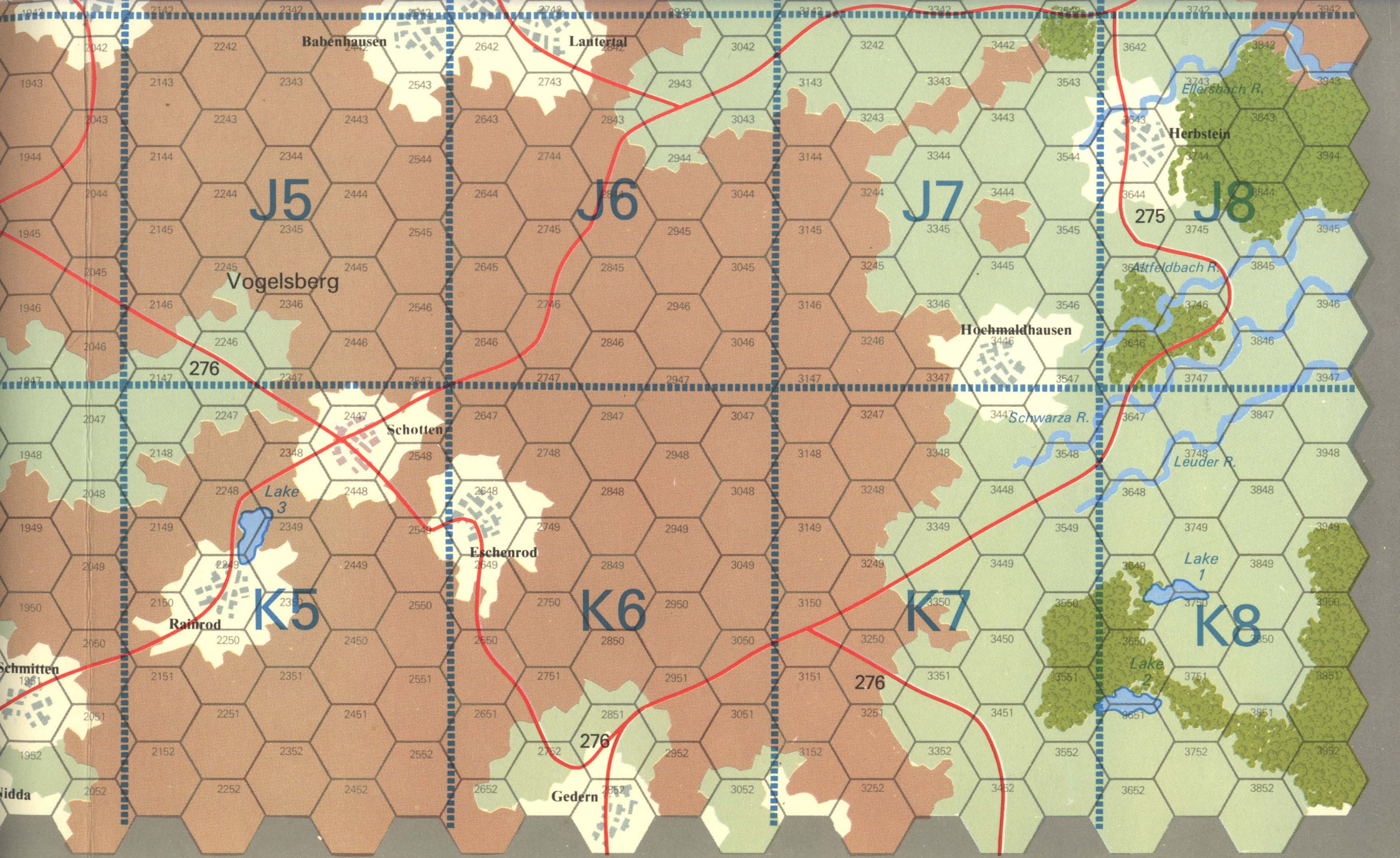

F1
F2
F3
F4
G1
G2
G3
G4
H1
H2
H3
H4
Niederweimar
Niederwalgren
Weimar
3
Wolfshausen
Leidenhofen
Drelhausen
Mardorf
Ranischolzhausen
Ruedigheim
Schweinsberg
62
Homburg a.d. Ohn
Maulbach
Ohm R.
Staatforst Homburg
Hachborn
Fronhausen
Braunstein
Rueddingshausen
E-4
Treis
Rabenau
Allendorf a.d. Lunda
Daubringen
Weitershain
Lahn R.
Lollar
Nieder Gemuenden
Wismar
3
Alten-Buseck
Beuern
Ruppertenrod
Roedgen
Grossen-Buseck
Marburg Nord
Giessen
E-4
Reiskirchen
Lindenstruth
49
Gruenberg
Gross-Eichen
49

Grossfelden
Lahn R.
Wohra R.
Rauschenberg
Staatsforst Rauschenberg
Wehrda
Colbe
Burgeln
Ohm R.
Emsdorf
Erksdorf
Kirchhain
Langenstein
E1
E2
E3
E4
Marbach
Marburg
Wehrshausen
Grossseelheim
Klein R.
Stadt Allendorf
Kleinseelheim
Cappel
Schroech
Staatsforst Schwe
Gisselberg
Amoenberg
Ruedigheim
Niederweimar
Mardorf
F1
F2
F3
F4
Schweinsberg
Niederwalgren
Weimar
Ranischolzhausen
Homburg a.d. Ohn
Drelhausen
Maulbach
Leidenhofen
Wolfshausen
Hachborn
Ohm R.
Fronhausen
Staatforst Homburg
62
3


C1
C2
C3
C4
Wetter
Burgwald
Wettshaft R.
Niederwetter
Gemunden
Monchwald
D1
D2
D3
D4
Lahn R.
62
Grossfelden
Lahn R.
3
Wohra R.
Staatsforst Trey
Rauschenberg
Staatsforst
Rauschenberg
Wehrda
Colbe
Emsdorf
Erksdorf
Burgeln
62
Ohm R.
E1
E2
E3
E4
Marbach
Kirchhain
Langenstein
Marburg
Wehrshausen
3
Grossseelheim
Klein R.
Stadt Allendorf
Kleinseelheim
Cappel
62
Schroech
Staatsforst Schw

Staatsforst Frankenberg
Toten Hohe
Frankenburg
Ellershausen
Giesmar
Dainrode
B1
B2
B3
B4
Allendorf
253
Rennertehausen
Totenkopfe
Bottendorf
Willersdorf
Lohlbach
252
Roda
Rosenthal
C1
C2
C3
C4
Wetter
Wettshaft R.
Niederwetter
Burgwald
Gemunden
Monchwald
Lahn R.
D1
D2
D3
D4
Staatsforst Trey

Medelbach
Aar R.
Orke R.
Eder-Strausse R.
A1
Nunhe R.
Munden
A2
A3
A4
Braunshausen
Sauchensberg
252
Staatsforst Affoldern
Franenau
252
Staatsforst Frankenberg
Toten Hohe
Ellershausen
Frankenburg
Giesmar
Dainrode
253
B1
B2
B3
B4
Allendorf
253
Bottendorf
253
Rennertehausen
Totenkopfe
Willersdorf
Lohlbach
252
Roda
Rosenthal



Tagebau (Mining Excavation)

Kippe (Slag Heap)

Autobahn

Road

Eder Strausse & Dam

Major River

Minor River

Lake

N W E S

NATO DIVISION COMMANDER

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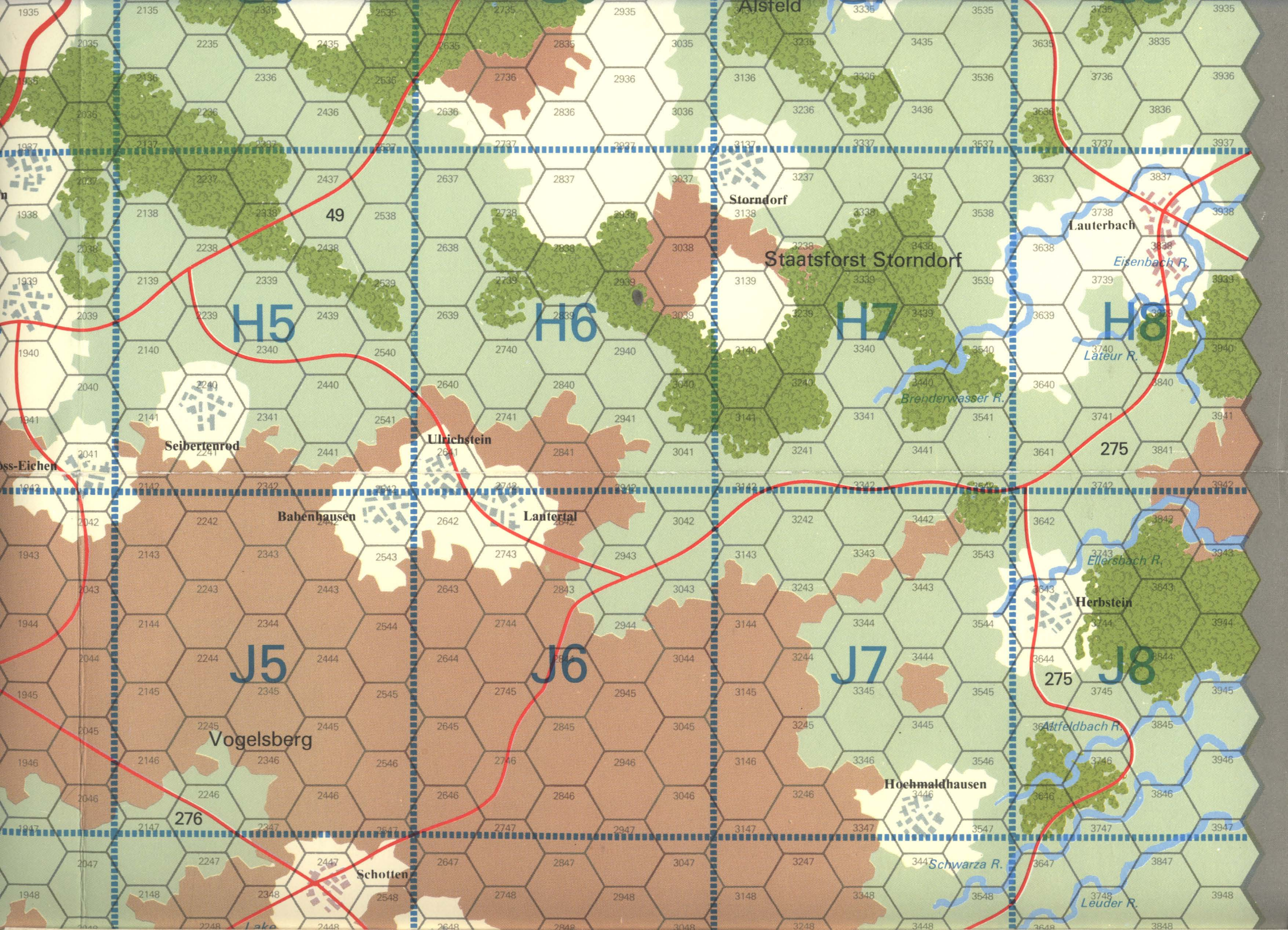
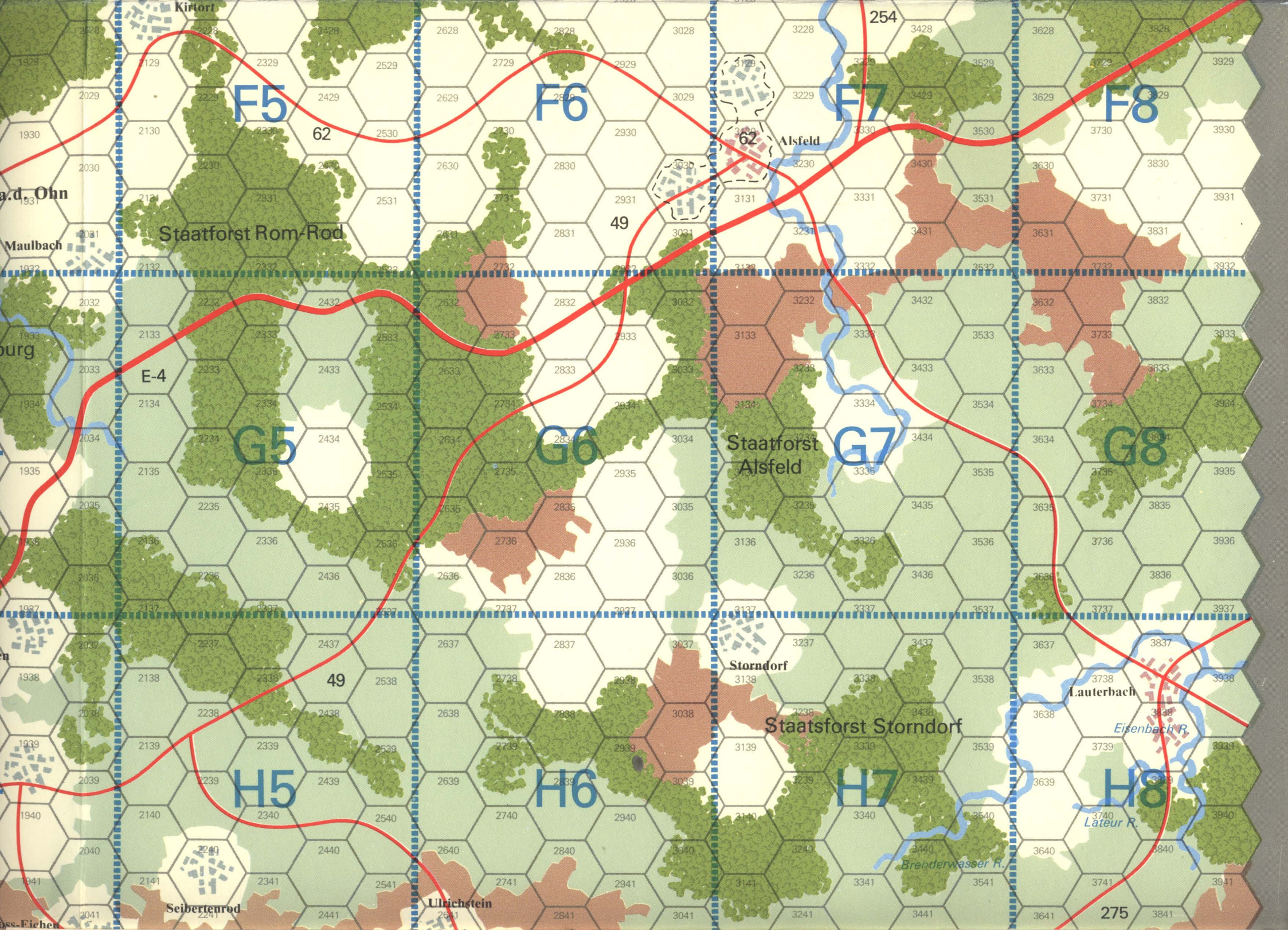
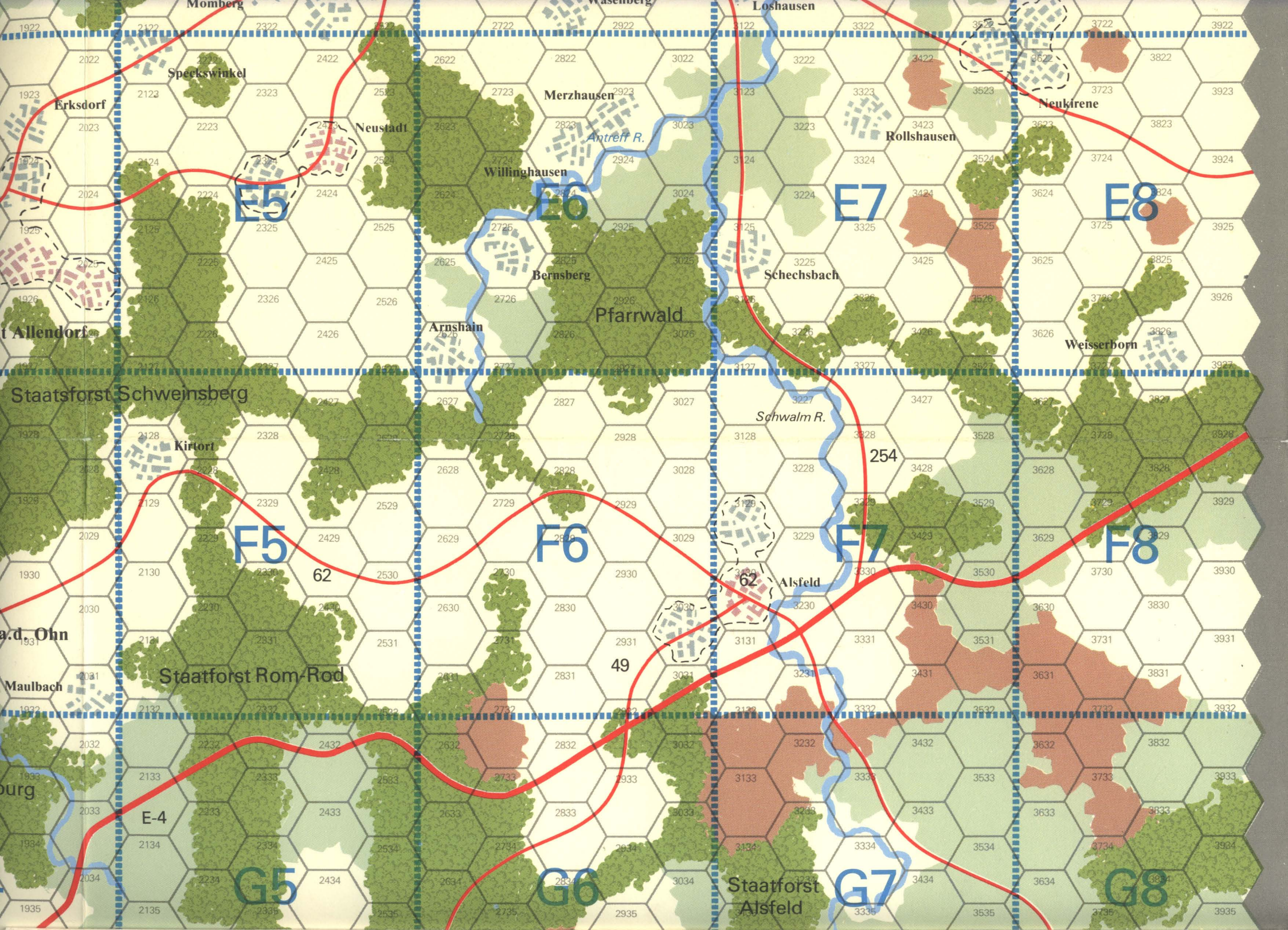
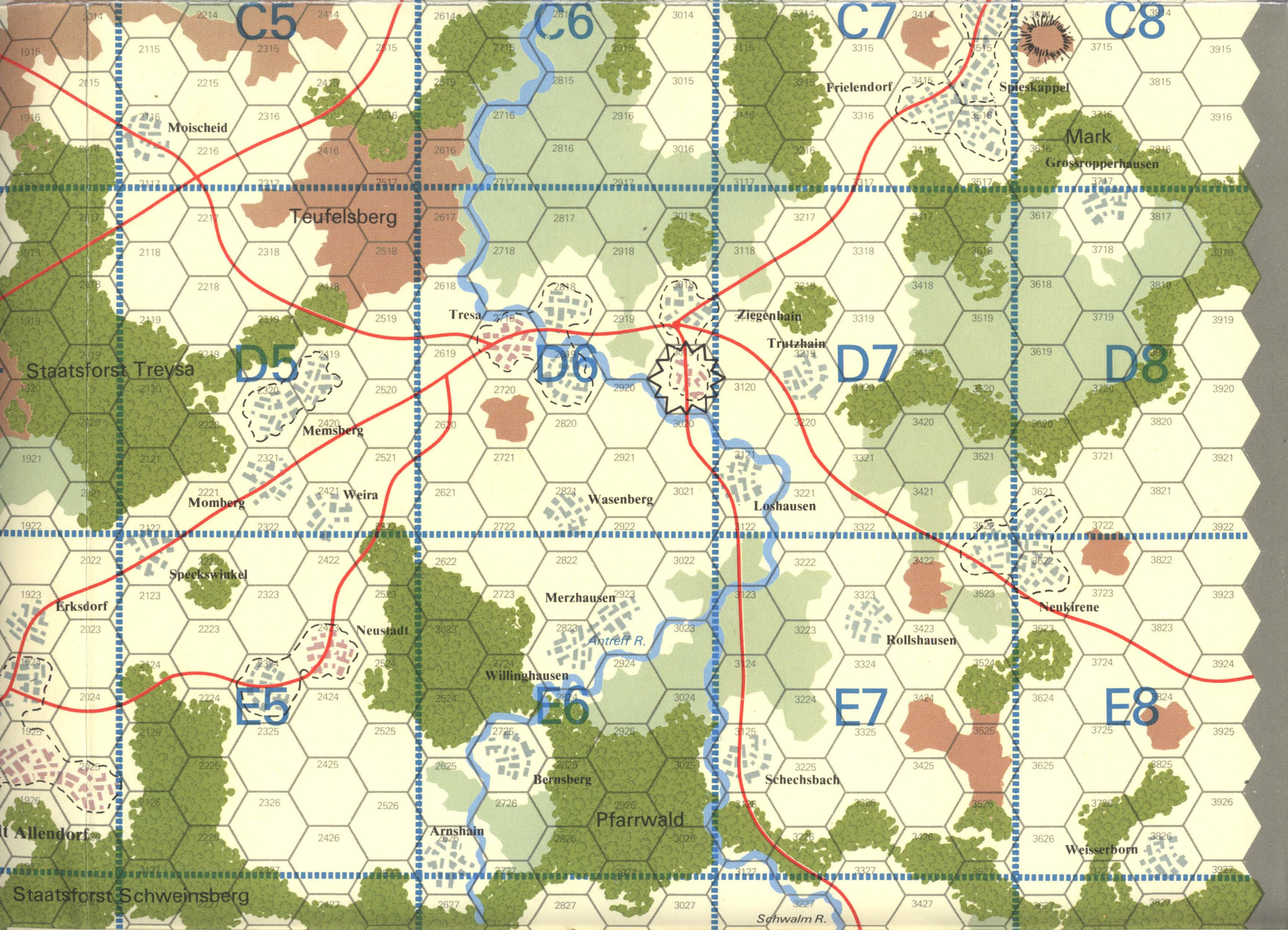

Alsfeld
Storndorf
Staatsforst Storndorf
Lauterbach
Eisenbach R.
Lateur R.
Brenderwasser R.
H5
H6
H7
H8
49
275
Seibertenrod
Ulrichstein
Babenhausen
Lautertal
Ellersbach R.
Herbstein
J5
J6
J7
J8
Vogelsberg
276
Hochmaldhausen
Schotten
Schwarza R.
Leuder R.


F5
F6
F7
F8
G5
G6
G7
G8
H5
H6
H7
H8
Kirtorf
254
62
62
Alsfeld
a.d. Ohn
Maulbach
Staatforst Rom-Rod
49
E-4
Staatforst
Alsfeld
49
Storndorf
Staatsforst Storndorf
Lauterbach
Eisenbach R.
Lateur R.
Brenderwasser R.
Seibertenrod
Ulrichstein
275


Momberg
Loshausen
Speckswinkel
Erksdorf
Neustadt
Merzhausen
Antreff R.
Willinghausen
Neukirene
Rollshausen
E5
E6
E7
E8
Bernsberg
Schechsbach
Pfarrwald
Arnshain
t Allendorf
Weisserborn
Staatsforst Schweinsberg
Schwalm R.
Kirtorf
254
F5
F6
F7
F8
62
62
Alsfeld
a.d. Ohn
49
Staatforst Rom-Rod
Maulbach
burg
E-4
G5
G6
Staatforst
Alsfeld
G7
G8


C5
C6
C7
C8
D5
D6
D7
D8
E5
E6
E7
E8
Moischeid
Teufelsberg
Frielendorf
Spieskappel
Mark
Grossropperhausen
Tresa
Ziegenhain
Trutzhain
Staatsforst Treysa
Memsberg
Momberg
Weira
Wasenberg
Loshausen
Speckswinkel
Erksdorf
Neustadt
Merzhausen
Antreff R.
Neukirene
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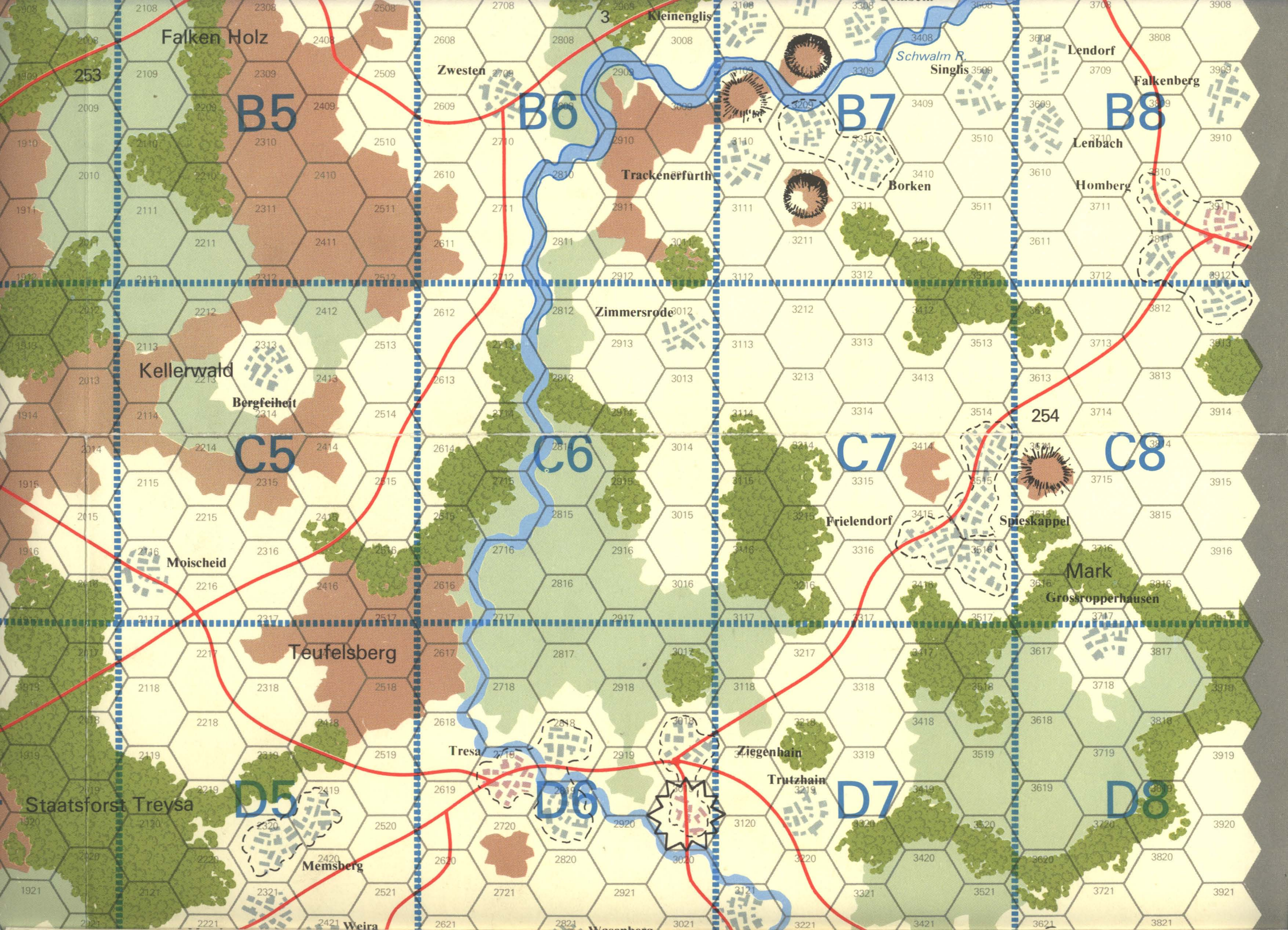
Pfarrwald
Arnshain
Allendorf
Weisserborn
Staatsforst Schweinsberg
Schwalm R.


Falken Holz
253
B5
B6
B7
B8
Zwesten
Kleinenglis
Schwalm R.
Singlis
Lendorf
Falkenberg
Lenbach
Homberg
Trackenerfurth
Borken
Zimmersrode
Kellerwald
Bergfeiheit
254
C5
C6
C7
C8
Frielendorf
Spieskappel
Moischeid
Mark
Grossropperhausen
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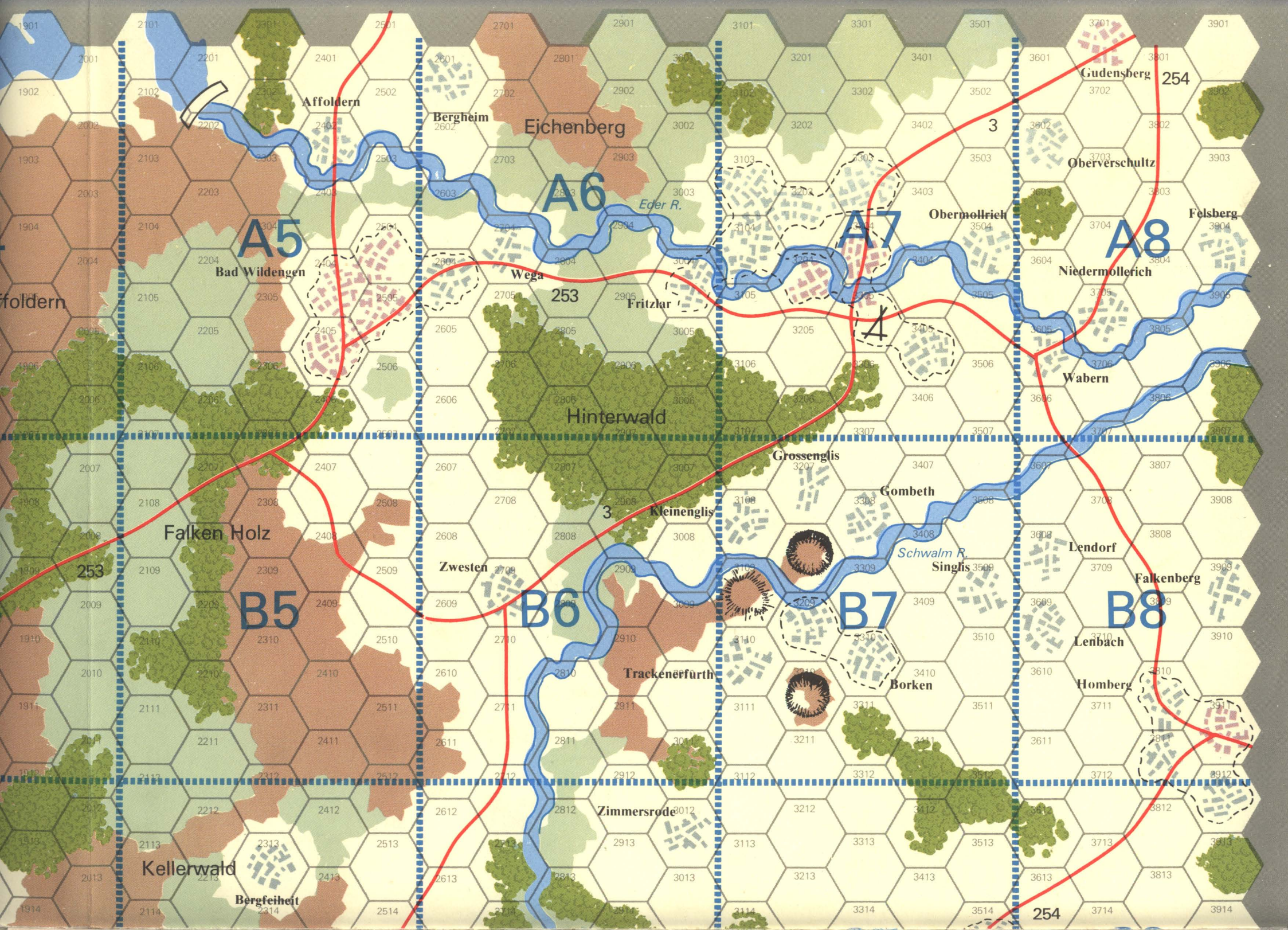
A5
A6
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A8
B5
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B7
B8
Affoldern
Bergheim
Eichenberg
Gudensberg
254
3
Oberverschultz
Obermollrich
Felsberg
Bad Wildungen
Eder R.
Wega
253
Fritzlar
Niedermollerich
Wabern
Hinterwald
Grossenglis
Gombeth
Kleinenglis
Falken Holz
Zwesten
Schwalm R.
Singlis
Lendorf
Falkenberg
Lenbach
Homberg
Trackenerfurth
Borken
Zimmersrode
Kellerwald
Bergfeiheit